U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

BJA

Guide to Grants

FY10 edition

Learn where to find, how to write & submit BJA Grant Applications!

Visit the BJA website for more info!

www.ojp.usdoj.gov/BJA/

U.S. Department of Justice

Office of Justice Programs

Bureau of Justice Assistance

Washington, D.C. 20531

December 2009

Dear Colleague,

I am very pleased to provide the first edition of the Bureau of Justice Assistance (BJA) Grants Manual as a resource to state, local, and tribal government agencies and private, non-profit, and faith-based and community organizations interested in applying for Fiscal Year (FY) 2010 grant funds. The fabric of our communities—including youth, citizens, schools, businesses, faith-based organizations, and the criminal justice system—are vital to our efforts to strengthen neighborhoods and make them safer. BJA is committed to providing communities with the tools, information, and resources needed to join forces and take action.

This grant writing manual is based on the insights of BJA staff and grant applicants and was written with considerable effort to keep pace with changes in the funding environment. This version was created specifically to support criminal justice professionals as they look to collaborate, build partnerships, and identify funding sources. Moreover, this manual is intended as a valuable resource for novice grant applicants who seek a foundation for successful grant writing. It is also meant to serve seasoned grant applicants who may be looking for a focused reference tool or an update on the latest developments in the BJA grant application process.

We are interested in learning whether this guide has been helpful. If you have any comments or suggestions on how we can make it better, please email Jacquelyn Rivers at Jacquelyn.Rivers@usdoj.gov.

I hope that you will visit our web site regularly and stay tuned for the release of BJA's FY 2010 grant solicitations this Fall.

Sincerely,

James H. Burch, II
Acting Director

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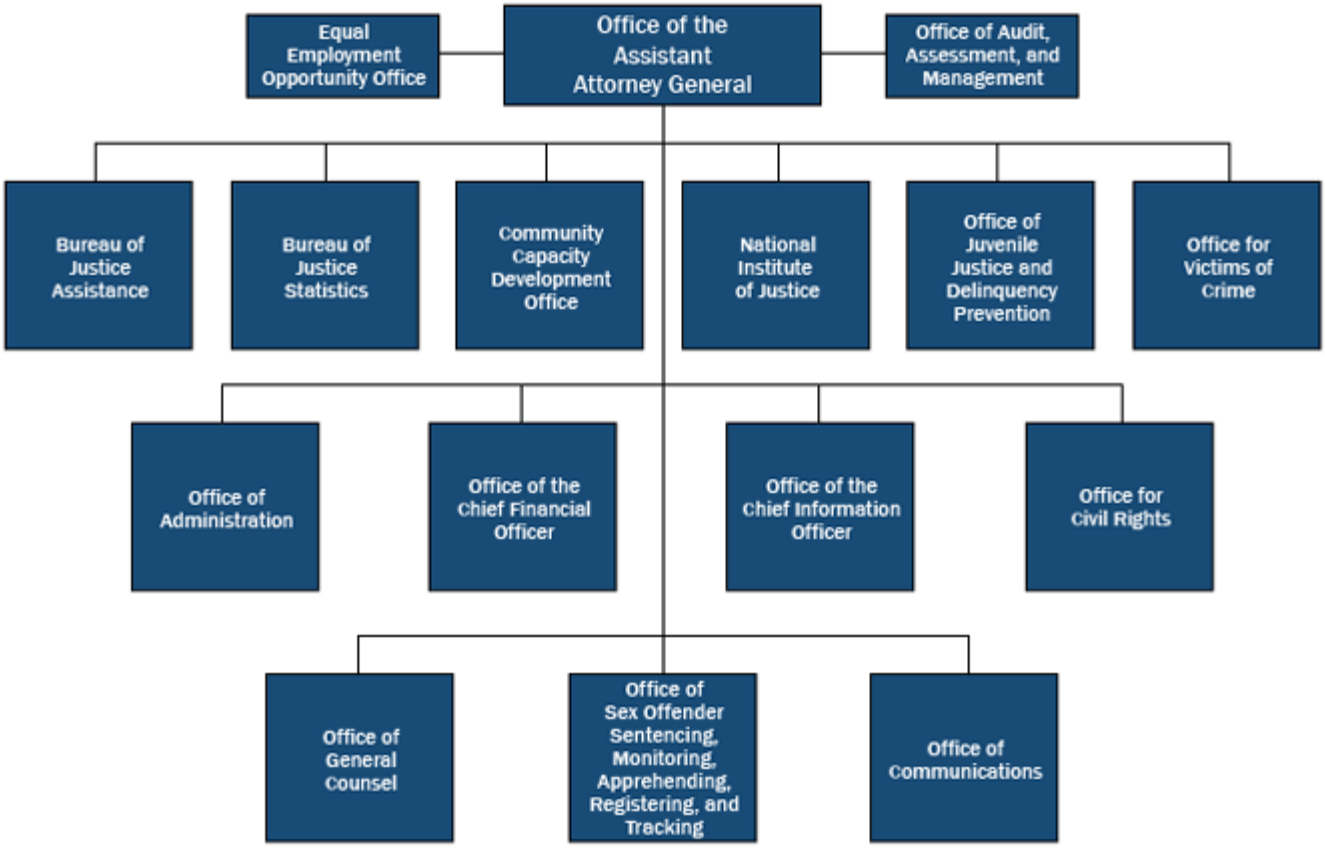
Bureau of Justice Assistance Overview

The Bureau of Justice Assistance (BJA) is a component of the Office of Justice Programs, U.S. Department of Justice, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, the Community Capacity Development Office, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking.



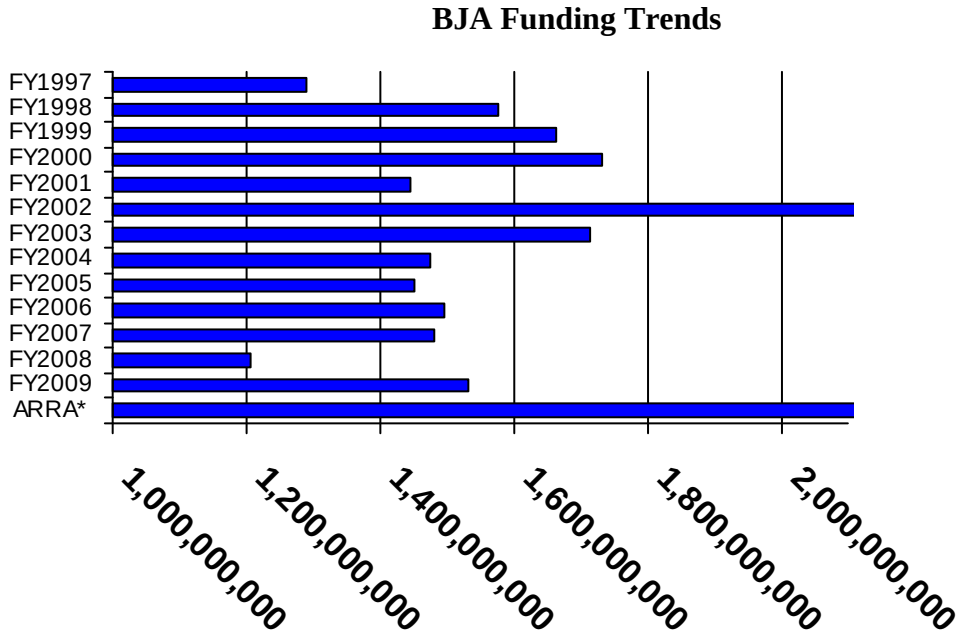
Mission & Goals

BJA supports law enforcement, courts, corrections, treatment, victim services, technology, and prevention initiatives that strengthen the nation's criminal justice system. BJA provides leadership, services, and funding to America's communities by:

- Emphasizing local control.
- Building relationships in the field.
- Provide training and technical assistance in support of efforts to prevent crime, drug abuse, and violence at the national, state, and local levels.
- Developing collaborations and partnerships.
- Promoting capacity building through planning.
- Streamlining the administration of grants.
- Increasing training and technical assistance.
- Creating accountability of projects.
- Encouraging innovation.
- Communicating the value of justice efforts to decision makers at every level.

BJA Programs

While BJA provided more than $4 billion in funding in FY 2009, BJA is more than a check-writing agency and develops services and products based on the identified needs of state, local, and tribal communities.



*** ARRA: the American Reinvestment and Recovery Act grant dollars**

BJA will continue to support and promote the most promising crime enforcement, reduction, and prevention practices and provide updates to the field through its web site, publications, and annual report. Below is a list of some of our programs. Note: not all of these programs provide grant funding. Please visit the BJA web site for details about programs of interest.

- Adjudication
  - Capital Case Litigation Initiative
  - Community-Based Problem-Solving Criminal Justice Initiative
  - Northern Border Prosecution Initiative
  - Southwest Border Prosecution Initiative
  - Tribal Courts Assistance Program
  - Project Safe Neighborhoods

- Law Enforcement
  - Anti-Human Trafficking Task Force Initiative
  - Bulletproof Vest Partnership (BVP) Program
  - Gang Resistance Education And Training (G.R.E.A.T.) Program
  - National Motor Vehicle Title Information System
  - Project Safe Neighborhoods (PSN)

- Justice Information Sharing
  - Electronic and Cyber Crime Training and Technical Assistance Program
  - Information Technology Initiatives
  - National Information Exchange Model (NIEM)
  - Regional Information Sharing Systems (RISS)
  - Statewide Automated Victim Information and Notification (SAVIN) Program

- Corrections
  - Justice Reinvestment
  - Correctional Facilities on Tribal Lands Program
  - Second Chance Reentry Initiative
  - Addressing Radicalization and Violent Crime through Information Sharing

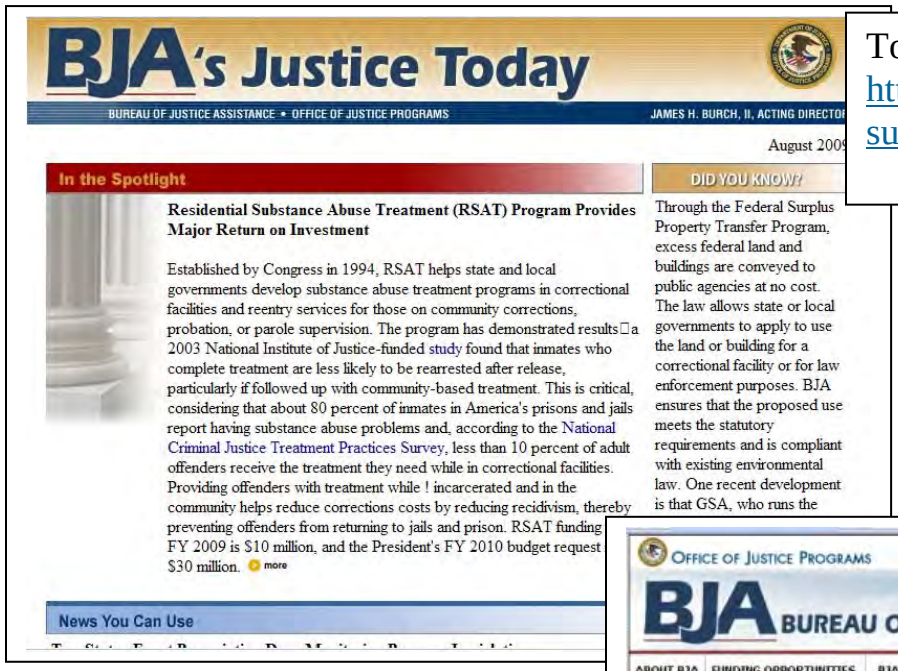
- Mental Health
  - Justice and Mental Health Collaboration Program
    - Law Enforcement Response to Persons with Mental Illness
  - Mental Health Courts Program
  - Addressing co-occurring disorders

- Substance Abuse
  - Drug Court Discretionary Grant Program
  - Indian Alcohol and Substance Abuse Program
  - Community, Parent, Teen Anti-Meth Training (Meth360)
  - Prescription Drug Monitoring Program
  - Residential Substance Abuse Treatment (RSAT) Program
  - Methamphetamine Precursor Tracking

- Crime Prevention
  - National Citizens Crime Prevention Campaign
  - Preventing Crime on College Campuses
  - Preventing Crime by Addressing Foreclosures and Vacant Homes

- Tribal Justice
  - ❑ Tribal Courts Assistance Program
  - ❑ Correctional Facilities on Tribal Lands Program
  - ❑ Indian Alcohol and Substance Abuse Program
  - ❑ Tribal Drug Courts

We invite you to visit our web site, www.ojp.usdoj.gov/BJA, to learn more about our programs subscribe to our monthly *Justice Today* newsletter, stay informed by subscribing to our RSS feed , and stay tuned for access to our NEW *National Training & Technical Assistance Center*!


BJA's Justice Today

BUREAU OF JUSTICE ASSISTANCE • OFFICE OF JUSTICE PROGRAMS

JAMES H. BURCH, II, ACTING DIRECTOR

August 2009

In the Spotlight

Residential Substance Abuse Treatment (RSAT) Program Provides Major Return on Investment

Established by Congress in 1994, RSAT helps state and local governments develop substance abuse treatment programs in correctional facilities and reentry services for those on community corrections, probation, or parole supervision. The program has demonstrated results□a 2003 National Institute of Justice-funded study found that inmates who complete treatment are less likely to be rearrested after release, particularly if followed up with community-based treatment. This is critical, considering that about 80 percent of inmates in America's prisons and jails report having substance abuse problems and, according to the National Criminal Justice Treatment Practices Survey, less than 10 percent of adult offenders receive the treatment they need while in correctional facilities. Providing offenders with treatment while ! incarcerated and in the community helps reduce corrections costs by reducing recidivism, thereby preventing offenders from returning to jails and prison. RSAT funding FY 2009 is $10 million, and the President's FY 2010 budget request $30 million. more

DID YOU KNOW?

Through the Federal Surplus Property Transfer Program, excess federal land and buildings are conveyed to public agencies at no cost. The law allows state or local governments to apply to use the land or building for a correctional facility or for law enforcement purposes. BJA ensures that the proposed use meets the statutory requirements and is compliant with existing environmental law. One recent development is that GSA, who runs the

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In Focus

On August 25, the Partnership for a Drug-Free America and the Boys & Girls Clubs of America are co-sponsoring a webinar titled "Parents: You Matter," which will provide parents and caring adults with tools and information about why kids use drugs and alcohol and how parents can protect their children. Register

With support from BJA, the Police Executive Research Forum has released **Communication and Public Health Emergencies: A Guide for Law Enforcement**. This guide identifies important

Funding Information

View **Recovery Act JAG and Other Recovery Act Awards Announced** to date.

Visit www.ojp.usdoj.gov/funding/solicitations.htm for available OJP funding opportunities.

>> MORE FUNDING

JAG State Administering Agencies

Many OJP Formula grants are awarded directly to state governments, which then set priorities and allocate funds within that state.

Select a state from the drop down menu for more

BJA Network

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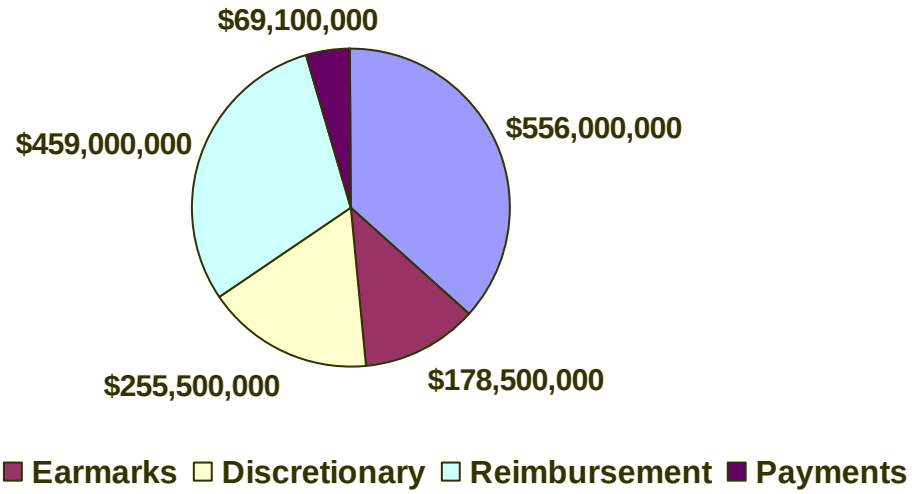
Many prosecutors and public defenders utilize grants, which are available from a variety of sources including the federal government, to fund their programs. *Public sector grants* are primarily federal and state grants made to local and state government agencies.

Grant funding processes can be both competitive and non-competitive. *Non-competitive or Formula* grant funding programs assure designated recipients of receiving funds, providing they submit the required application and meet other specified requirements.

Distribution of FY 2009 Appropriated Funds



Formula Grants

The distribution of formula grant program funds are most often governed by statutes or appropriations acts which specify what factors are used to determine eligibility and how the funds, appropriated by Congress, will be allocated among the eligible recipients, as well as the method by which an applicant must demonstrate its eligibility for that funding.

Each grant award amount is calculated by a formula, and actual funding amounts vary among the different programs. Award calculations can consider such factors as population, census data, and violent crimes reported to the Federal Bureau of Investigation (FBI).

Formula grant programs either can be for a specific purpose (e.g., assisting juvenile offenders) or related to supporting public safety operations, in general. The dollar amounts available to applicants, under each formula program, are listed on BJA's web site. For state-level formula awards, each state must designate a state agency to be responsible for submitting the application and administering the grant funds. BJA maintains a list of the designated agencies authorized by each state, known as State Administering Agencies (SAAs). A current list of SAAs is available at www.ojp.usdoj.gov/saa/index.htm. The SAAs are the only organizations that may apply for state-level formula grants.

BJA's main formula grant program is the Edward Byrne Memorial Justice Assistance Grant (JAG) Program, which is the primary source of federal criminal justice funding for state and local jurisdictions. JAG funds support all components of the criminal justice system, including

multi-jurisdictional gang and drug task forces, crime prevention and domestic violence prevention programs, courts, corrections, treatment, and justice information sharing initiatives. JAG programs may address crime through the provision of services directly to individuals and/or communities, or by improving the efficacy and efficiency of criminal justice systems, procedures, and processes.

Earmarks

A Congressionally selected award, or earmark, is a Congressional provision that directs approved funds to be spent on specific projects or that directs specific exemptions from taxes or mandated fees. Earmarks do not create new government spending, but allocate existing spending for specific purposes.

Discretionary Grants

Competitive or Discretionary grants are awarded to applicants who meet preset criteria. Applications for competitive or discretionary grants are scored through a review process with the awards being made based on the process described below.

Applications are submitted and undergo a preliminary review process to ensure that they are complete and meet the eligibility requirements. This process is referred to as the Basic Minimum Review (BMR). Applications that pass the BMR are then reviewed and scored by a panel of subject matter experts. Strengths and weaknesses of the application are noted based on the selection criteria outlined in the grant solicitation, and a score ranging from 1 to 100 is given. Panelists and BJA staff then discuss the results. Typically, applicants that receive the highest scores are funded.[1] Examples of some of BJA's competitive grant programs are the Edward Byrne Memorial Competitive Grant Program, Gang Resistance Education And Training (G.R.E.A.T.), and National Initiatives: Preventing Crime.

Payment Programs

BJA also administers payment programs such as the State Criminal Alien Assistance Program (SCAAP), the Bulletproof Vest Partnership (BVP), the Southwest Border Prosecution Initiative (SWBPI), and the Northern Border Prosecution Initiative (NBPI). Awards are prorated based on a formula that takes into consideration the total amount of funds available, the data provided by the applicants, and the aggregate total amount requested on all applications submitted under each of these programs. SCAAP provides federal payments to states and units of local government that incurred correctional officer salary costs for incarcerating undocumented criminal aliens, with at least one felony or two misdemeanor convictions for violations of state or local law. BVP is a unique U.S. Department of Justice initiative designed to provide a critical resource to state and local law enforcement through the reimbursement of up to 50 percent of the cost of bulletproof vests. SWBPI provides funds to eligible jurisdictions in the four southwest border states, using a uniform payment-per-case basis for qualifying federally initiated and declined-referred criminal cases. Finally, NBPI provides funds to eligible jurisdictions in the 14 northern border states, using a uniform payment-per-case basis for qualifying federally initiated and declined-referred criminal cases.

[1] In addition to peer review ratings, considerations may include, but are not limited to, underserved populations, strategic priorities, past performance, and available funding.

DEVELOPING A PLAN

Purpose of the Grant

A grant proposal is a formal, written request for funds to support a specific program or project. While the exact content of a grant proposal is determined by funding agency guidelines, most grant proposals include information that explains (1) why the funds are needed, (2) what the funds will be used for, and (3) how the funds will be managed.

When planning and writing a grant proposal, it is important to remember that most proposals are submitted in a highly competitive forum. No grant proposal is guaranteed to receive funding; hundreds of grant proposals may be submitted to the same organization to compete for the exact same funds. Given this fact, grant writers must view their grant proposal as a document with at least two goals: *(1) to inform the reader of their plans, and (2) to persuade the reader that their project is worthy of funding.* That is, they must sell their readers on all of the following points:

- The need or problem they will attempt to *"fix"* with the grant money is significant and worthy of funding.
- The project or program the funds will be used for is well planned and has a good chance of success from your point of view as well as the funding agency's.
- The agency requesting the funds is capable of successfully managing the funds and completing the proposed project on schedule.

Finally, grant proposals must respond to readers' needs and expectations. This means that grant writers must:

- Include details sufficient for clarifying plans to a reader who is unfamiliar with them and who may be reading several other grant proposals at the same time.
- Include good reasons for funding the proposed project—consider the program's goals and purpose.
- Ensure that the proposal is well written and easily accessible. Readers who have trouble accessing or understanding important information will not be convinced that the proposed project deserves funding.

Before You Grab a Pen

Before developing a proposal, refer to the BJA Staff Contact List in Appendix A to inquire about available funding, when applicable deadlines occur, and the Grants.gov or Grants Management System (GMS) process used by BJA to accept applications. You should know that the basic requirements, application forms, information, and procedures vary for each grant solicitation. **Many programs have strict guidelines and fixed deadlines with which applicants must comply.**

Developing Ideas for the Proposal

The first step in proposal planning is the development of a clear, concise description of the proposed project. To develop a convincing proposal for project funding, the project must fit into the philosophy and mission of the grant-seeking organization or agency, and the need that the proposal is addressing must be well documented and well-articulated. Typically, funding agencies or foundations will want to know that a proposed activity or project reinforces the overall mission of an organization or grant seeker, and that the project is necessary. To make a compelling case, the following should be included in the proposal:

- Nature of the project, its goals, needs, and anticipated outcomes.
- How the project will be conducted.
- Timetable for completion.
- How best to evaluate the results (performance measures).
- Staffing needs, including use of existing staff and new hires or volunteers.
- Preliminary budget, covering expenses and financial requirements, to determine what funding levels to seek.

When developing an idea for a proposal, it is also important to determine if the idea has already been considered in the applicant's locality or state. A thorough check should be made with state legislators, local government, and related public and private agencies that may currently have grant awards or contracts to do similar work. If a similar program already exists, the applicant may need to reconsider submitting the proposed project, particularly if duplication of effort is perceived. However, if significant differences or improvements in the proposed project's goals can be clearly established, it may be worthwhile to pursue federal or private foundation assistance.

Community Support

Community support for many proposals is essential. Once a proposal summary is developed, look for individuals or groups representing academic, political, professional, and lay organizations which may be willing to support the proposal in writing. The type and caliber of community support is critical in the initial and subsequent review phases. Numerous letters of support can influence the administering agency or foundation. Elicit support from local government agencies and public officials. Letters of endorsement detailing exact areas of project sanction and financial or in-kind commitment are often requested as part of a proposal to a federal agency. Several months may be required to develop letters of endorsement since something of value (e.g., buildings, staff, and services) is sometimes negotiated between the parties involved.

While money is the primary concern for you, thought should be given to the kinds of nonmonetary contributions that may be available. In many instances, academic institutions, corporations, and other nonprofit groups in the community may be willing to contribute technical and professional assistance, equipment, or space to a worthy project. Not only will such contributions reduce the amount of money being sought, but evidence of such local support will be viewed favorably by most reviewers.

Many agencies require, in writing, affiliation agreements (a mutual agreement to share services between agencies) and building space commitments prior to either grant approval or award. Two useful methods of generating community support may be to form a citizen advisory committee or to hold meetings with community leaders who would be concerned with the subject matter of the proposal. The forum may include:

- Discussion of the merits of the proposal.
- Development of a strategy to create proposal support from a large number of community groups, institutions, and organizations.
- Generation of data in support of the proposal.

Budget Development

In preparing budgets for government grants, keep in mind that funding levels of grant programs change yearly. It is useful to review the grant solicitation over the past several years to try to project future funding levels.

However, it is safer never to anticipate that the income from the grant will be the sole support for your project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases. A list of general grant requirements can be found under "For Applicants" at www.ojp.usdoj.gov/funding/funding.htm.

For BJA grants, it is also important to become familiar with grants management requirements. It is recommended that you become familiar with the OJP Financial Guide 2008 located at www.ojp.usdoj.gov/financialguide/index.htm. You may also reference the Frequently Asked Questions page at www.ojp.usdoj.gov/funding/funding_faqs.htm.

Generally, budgets are divided into two categories, personnel costs and non-personnel costs. In preparing the budget, first review the proposal and make lists of items needed for the project.

Some hard-to-pin-down budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, insurance, and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation, and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information and accounting systems, and other long-term financial commitments.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are:

- Salaries in the proposal in relation to those of the applicant organization should be similar.
- If new staff persons are being hired, additional space and equipment should be considered, as necessary.
- If the budget calls for an equipment purchase, it should be the type allowed by the grantor agency.
- If additional space is rented, the increase in insurance should be supported.

- In the case of federal grants, if an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula.
- If matching funds are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

On the OJP web site, www.ojp.usdoj.gov/funding/forms/budget_detail.pdf, you will find a Budget Detail Worksheet that should be used as a guide to assist you in the preparation of the budget and budget narrative. You may submit the budget and budget narrative using the form on the above-referenced web site or in the format of your choice (plain sheets, your own form, or a variation of the form). However, all required information (including the budget narrative) must be provided. Any category of expense not applicable to your budget may be deleted. **Remember to include computations that clearly show how the costs were derived, as well as documentation that explains the cost or line item.**

Topics to include:

- **Personnel—**List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

- **Fringe Benefits—**Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed in budget category (A) and only for the percentage of time devoted to the project. Fringe benefits on overtime hours are limited to FICA, Workman's Compensation, and Unemployment Compensation.

- **Travel—**Itemize travel expenses of project personnel by purpose (e.g., staff to training, field interviews, advisory group meeting, etc.). Show the basis of computation (e.g., six people to 3-day training at $X airfare, $X lodging, $X subsistence). In training projects, travel and meals for trainees should be listed separately. Show the number of trainees and the unit costs involved. Identify the location of travel, if known. Indicate the source of Travel Policies applied, and Applicant or Federal Travel Regulations.

- **Equipment—**List non-expendable items that are to be purchased. Non-expendable equipment is tangible property having a useful life of more than two years and an acquisition cost of $5,000 or more per unit. (Note: Organization's own capitalization policy may be used for items costing less than $5,000). Expendable items should be included either in the "supplies" category or in the "Other" category. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technical advances. Rented or leased equipment costs should be listed in the "Contractual" category. Explain how the equipment is necessary for the success of the project. Attach a narrative describing the procurement method to be used.

- **Supplies—**List items by type (office supplies, postage, training materials, copying paper, and expendable equipment items costing less that $5,000, such as books, handheld tape recorders) and show the basis for computation. (Note: Organization's own capitalization policy may be used for items costing less than $5,000). Generally, supplies include any materials that are expendable or consumed during the course of the project.

- **Construction—**As a rule, construction costs are not allowable. In some cases, minor repairs or renovations may be allowable. Check with the program office before budgeting funds in this category.

- **Consultants/Contracts—**Indicate whether applicant's formal, written Procurement Policy or the Federal Acquisition Regulations are followed.
  Consultant Fees: For each consultant enter the name, if known, service to be provided, hourly or daily fee (8-hour day), and estimated time on the project. Consultant fees in excess of $450 per day require additional justification and prior approval from OJP.
  Consultant Expenses: List all expenses to be paid from the grant to the individual consultants in addition to their fees (i.e., travel, meals, lodging, etc.)
  Contracts: Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of $100,000.

- **Other Costs—**List items (e.g., rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

- **Indirect Costs—**Indirect costs are allowed only if the applicant has a federally approved indirect cost rate. A copy of the rate approval, (a fully executed, negotiated agreement), must be attached. If the applicant does not have an
  approved rate, one can be requested by contacting the applicant's 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 costs categories.

Budget Summary- When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the Amount of federal requested funds and the amount of non-federal funds that will support the project.	
Budget Category Amount	
A. Personnel	_____ 0
B. Fringe Benefits	_____ 0
C. Travel	_____ 0
D. Equipment	_____ 0
E. Supplies	_____ 0
F. Construction	_____ 0
G. Consultants/Contracts	_____ 0
H. Other	_____
Total Direct Costs	_____
I. Indirect Costs	0
TOTAL PROJECT COSTS	_____ 0
Federal Request _____	
Non-Federal Amount _____	

****Please see Appendix B for a sample budget.**

Future Funding for Project Sustainment

Most grant programs require applicants to include information that explains how the applicant will fund/sustain the project once the grant funds have been expended. This section should describe a plan for continuation beyond the grant period, and outline all other contemplated fund-raising efforts and future plans for applying for additional grants. Projections for operating and maintaining facilities and equipment should also be given. Discuss maintenance and future program funding if program funds are for construction activity. Account for other needed expenditures if the program includes purchase of equipment.

Budget Development and Requirements

While the degree of specificity of any budget will vary depending upon the nature of the project and the requirements of the funding source, a complete, well thought-out budget serves to reinforce your credibility and to increase the likelihood of the proposal being funded.

- The estimated expenses in the budget should build upon the justifications given in the narrative section of the proposal.
- A well-prepared budget should be reasonable and demonstrate that the funds being asked for will be used wisely.
- The budget should be as concrete and specific as possible in its estimates. Every effort should be made to be realistic, to estimate costs accurately, and not to underestimate staff time.
- The budget format should be as clear as possible. It should begin with a Budget Summary, which, like the Proposal Summary, is written after the entire budget has been prepared.
- Each section of the budget should be in outline form, listing line items under major headings and subdivisions.
- Each of the major components should be subtotaled with a grand total placed at the end. If the funding source provides forms, most of these elements can simply be filled into the appropriate spaces.

PROJECT STRATEGY & DESIGN

Winning a grant takes more than an idea and a funding source. It takes an organization that is well managed, that understands its purpose, and one that utilizes its staff and board efficiently. A successful grant program requires the organization to identify its long- and short-term goals, the priorities of the proposed project, and the strengths and limitations of its staff and their procedures. This section will help you understand the importance of a strategic plan and provide a model for you to follow as you begin to create your own strategic plan.

What is Strategic Planning?

Strategic planning is the process of developing a direction for the future and detailing how to get there—how to reach a vision, how to solve a problem, how to implement a program or project. It produces the plan for an entire organization, in contrast to business plans, which focus on a particular product, service, or program.

While strategy includes a lot of detailed plans, choices, and decisions, it is a simple concept. The details are the tactics for getting a job done and strategic planning is simply the chosen approach to do a job. Strategy is a focus for activities that lead a team or organization in one direction or another so that making choices about tactics and how to implement them are clear.

Strategic planning can be broken down into two components: strategy and tactics. Strategy determines the overall direction of a plan and establishes its principle goals or mission; tactics concern the detailed plans, choices, and decisions made to reach the primary goal. In sum, strategy helps people choose and implement tactics.

To achieve lasting improvements, you must take into account not only the immediate concerns or crisis that has brought them together, but also issues that can appear tangential, such as community values, leadership styles, and the degree to which implementation disrupts routine. Above all, you must avoid implementing plans that achieve your goals but inflict significant hardships on organizations and communities through your process. In other words, a plan that might work well for a large government contractor may very well run into problems if implemented by a small Native American nation—or vice versa.

Why Engage in Strategic Planning?

There are several important reasons to develop strategic plans to solve programs or implement programs:

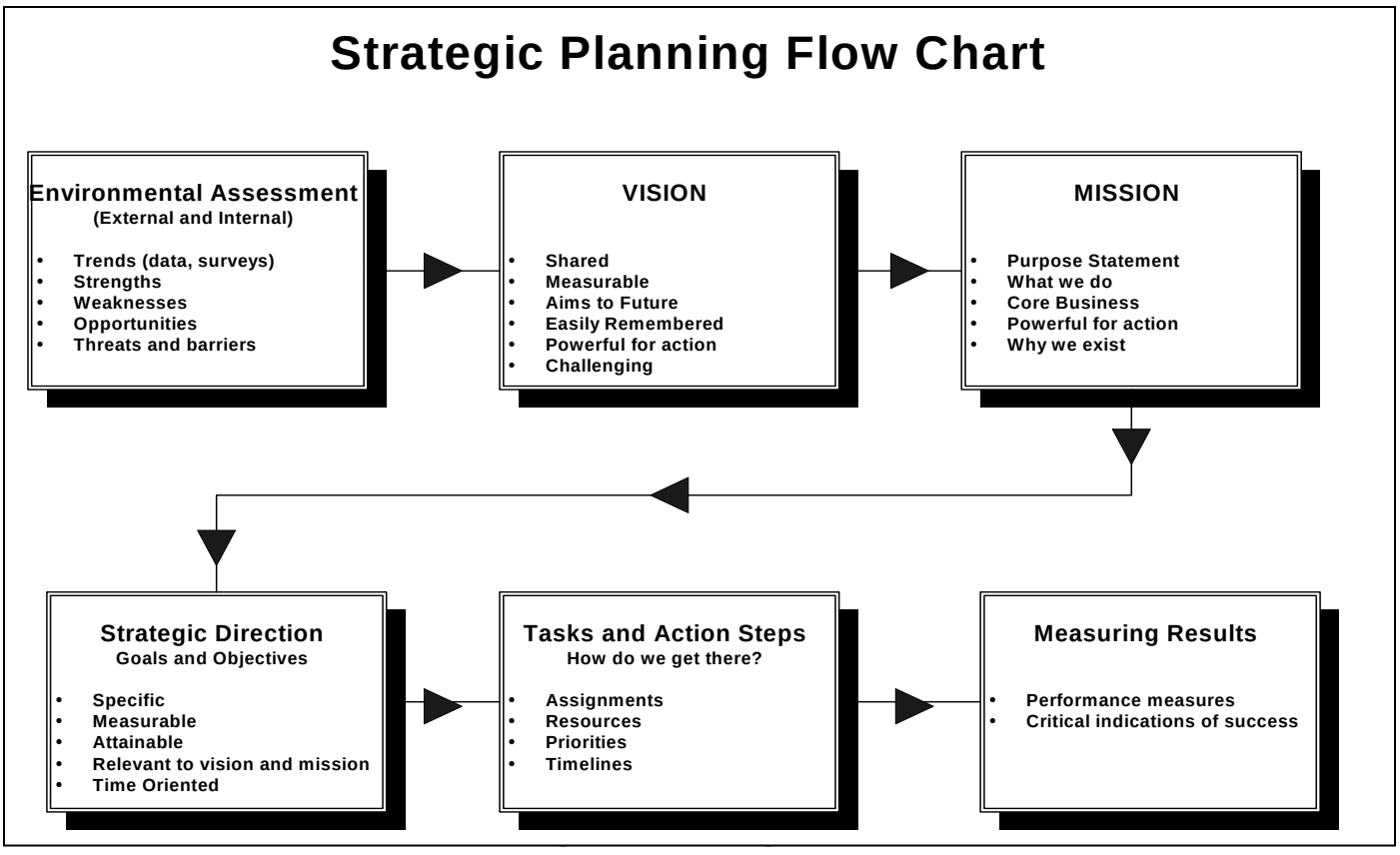
- To stimulate team or organization thinking.
- To add an element of “science” (such as research) to your thinking.
- To clarify your future direction.
- To generate support, buy-in, and teamwork.
- To improve the probabilities of successful performance.

Elements of Strategic Planning

Developing a comprehensive strategic plan involves (1) thinking through and detailing plan elements, (2) developing the logic underlying the choice of elements, and (3) clearly documenting the plan. The logic model helps ensure that the plan will work—that the elements (goals, objectives, tasks, and action steps) will lead to desired results. The documentation helps preserve the connections. This information is critical for the evaluation phase. If the work is not done upfront when the project is being planned, the evaluator will have to reconstruct the logic and data needed for evaluation. At this stage, sometimes the necessary data has not been collected and is not available.

A strategy specifies how a vision will be achieved. A strategic plan begins with an environmental assessment—both external to the organization and within the organization. This is similar to identifying and analyzing problems. The resulting strategic plan then is made up of the elements:

- Vision
- Mission
- Goals & Objectives: major steps to accomplish a goal; specific, measurable and achievable in a defined period of time
- Tasks: more specific activities designed to accomplish objectives
- Action Steps: timeline; activities; persons responsible; sequential chain of events
- Measuring results



Goal-based strategic planning is the preferred process in community-based planning. Here's how it's done:

1. Identify SWOT—Strengths, Weaknesses, Opportunities, and Threats. SWOT can exist both within and outside an organization.

2. Identify and prioritize major problems and goals. Go through the SWOT list and identify the organization's goals and the problems that might prevent goals from being reached.

3. Design major strategies (or programs) to address problems and goals.

4. Design or update the organization's mission statement (some organizations may do this step first).

5. Establish action plans (i.e., objectives, resource needs, roles, and responsibilities for implementation).

6. Compile your strategic plan. A strategic plan contains all the documentation assembled so far and records problems, goals, strategies, updated mission statement, action plans, and any identified SWOT.

BJA-Funded Training and Technical Assistance

The Bureau of Justice Assistance has established a two-day **Project Development and Implementation Training (PDIT)** workshop for criminal justice practitioners and state, local, and tribal jurisdictions (including any community- and/or faith-based partners) that receive federal grants. This workshop provides an overview of project planning, management, administration, and assessment of federally funded programs. The training encourages participants to think strategically about how they develop and fund projects. Participants are introduced to a variety of methods and tools used to identify community problems, administer and manage projects, and assess performance. Additional information about PDIT training can be found at www.iir.com/pdit/.

BJA offers other grant training and technical assistance programs, which are advertised on the BJA web site at www.ojp.usdoj.gov/BJA/tta/index.html.

To Apply or Not To Apply—That is the Question

So you have reached a decision that your agency or community has a specific, identified need or that the new crime prevention program is just what your residents have indicated is needed in their neighborhoods. You and your command staff have identified a solution to the need or problem, developed a plan, and created a nexus between the "solution" and your agency's strategic plan.

In addition, you have reached the conclusion that neither your current budget nor the upcoming budget have sufficient funds to cover the cost of the project and because of the current fiscal condition of your jurisdiction, funds your agency normally receives from revenue sharing is being used for other purposes. A member of your Command staff has suggested that the agency submit an application for grant funds to meet this need and allow you to implement this project.

You tasked your Administrative Assistant to monitor several federal agency web sites for funding opportunities and he has located two possible grant programs under which an application could be submitted. The question in your mind, at this point, is **"What's the Next Step?"**

Step 1 - Read the Solicitation

Statistics tell us that approximately 60 percent of the country's 17,876 state and local law enforcement agencies have fewer than 50 sworn officers and many of those chiefs have a limited number of staff and must serve as their agency's "grant finder/grant writer." If you are a chief from one of the many smaller agencies and will be assuming responsibility for the grant process, this section is a must for you.

We encourage you to read the solicitation at least twice to ensure that you have a firm grasp of what is being asked of you. If you choose, however, to only read the solicitation once, we hope that this section will help you identify the basic requirements of a grant application.

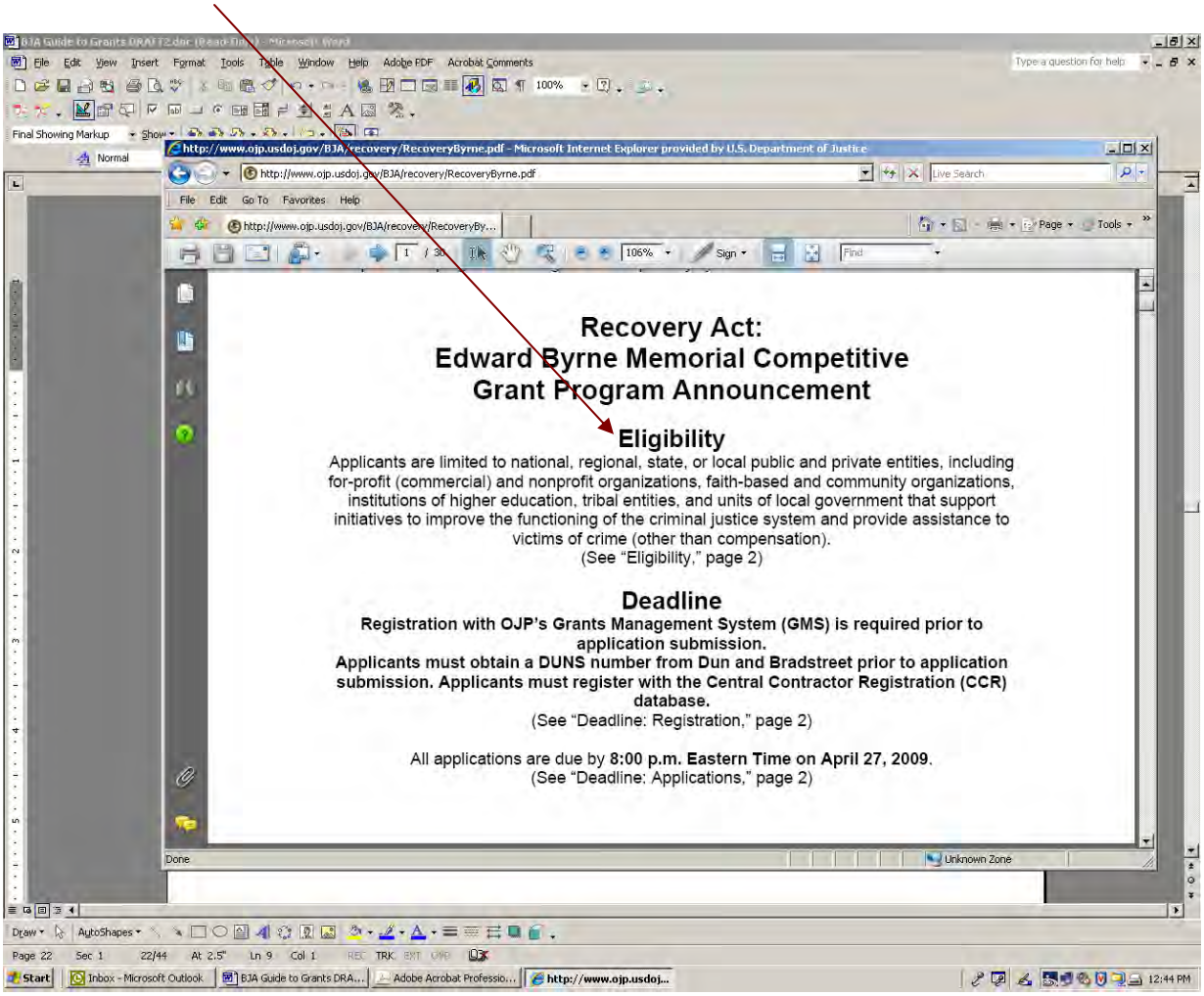
Before expending what can amount to a serious time commitment to create a proposal, it is recommended that you first determine if your agency is eligible to apply for the funds and whether or not it can be listed as the "official" applicant on the application.

During this first read-through, you are looking for some very basic information regarding applicant eligibility and what can or can not be funded with the grant funds. It is strongly recommended that during this first read-through, that you stay focused on two very basic questions: 1) what are the eligibility requirements? and 2) What entity is eligible to be considered the "Legal Applicant"?

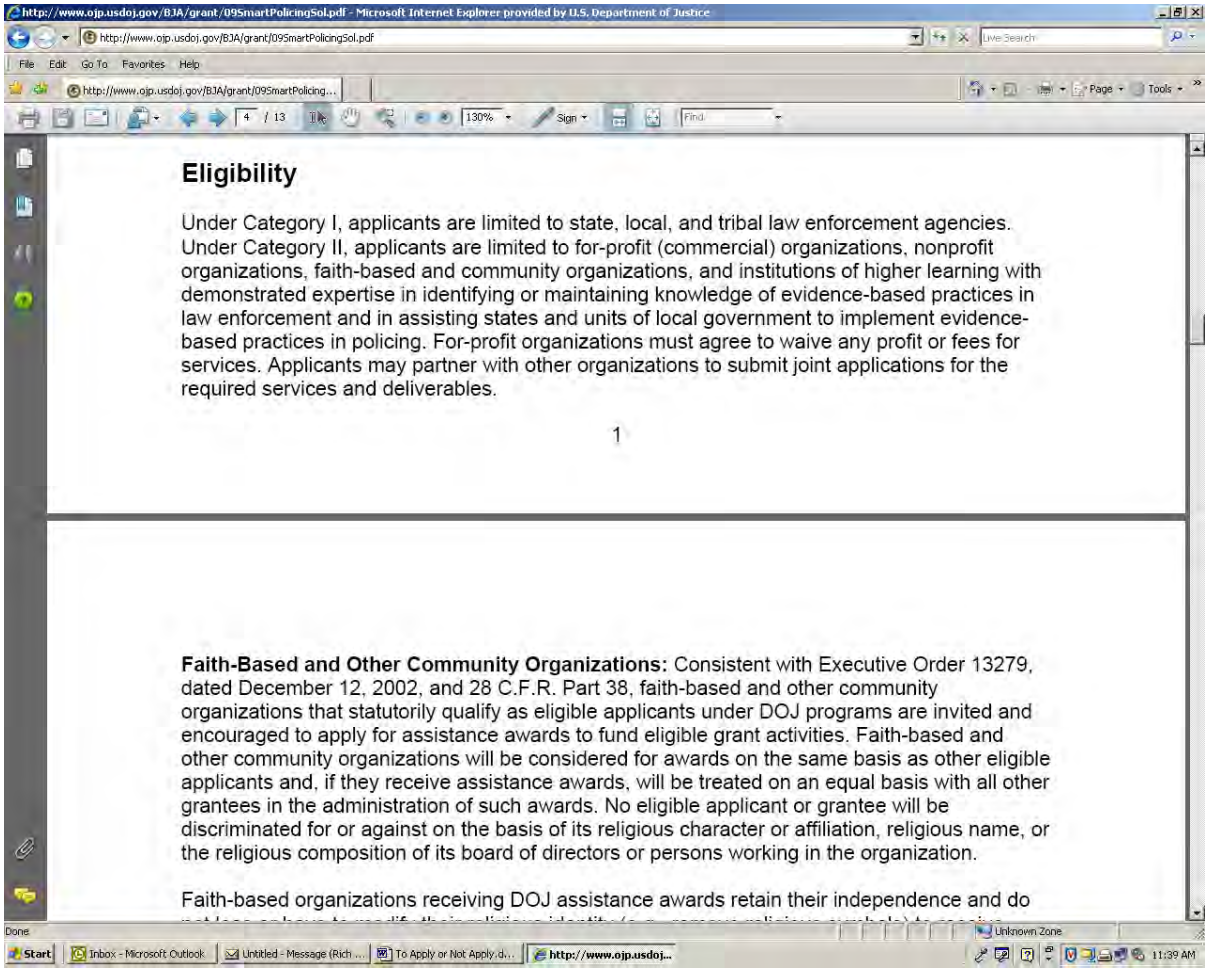
Where to Find Eligibility Information

Most solicitations are very clearly divided into sections that are clearly labeled and many times eligibility information is also clearly stated on the front page of the solicitation. (See example below.)

Example of Summary Description on Cover of Solicitation Guidance



Full Description of Eligibility



Eligibility

Under Category I, applicants are limited to state, local, and tribal law enforcement agencies. Under Category II, applicants are limited to for-profit (commercial) organizations, nonprofit organizations, faith-based and community organizations, and institutions of higher learning with demonstrated expertise in identifying or maintaining knowledge of evidence-based practices in law enforcement and in assisting states and units of local government to implement evidence-based practices in policing. For-profit organizations must agree to waive any profit or fees for services. Applicants may partner with other organizations to submit joint applications for the required services and deliverables.

1

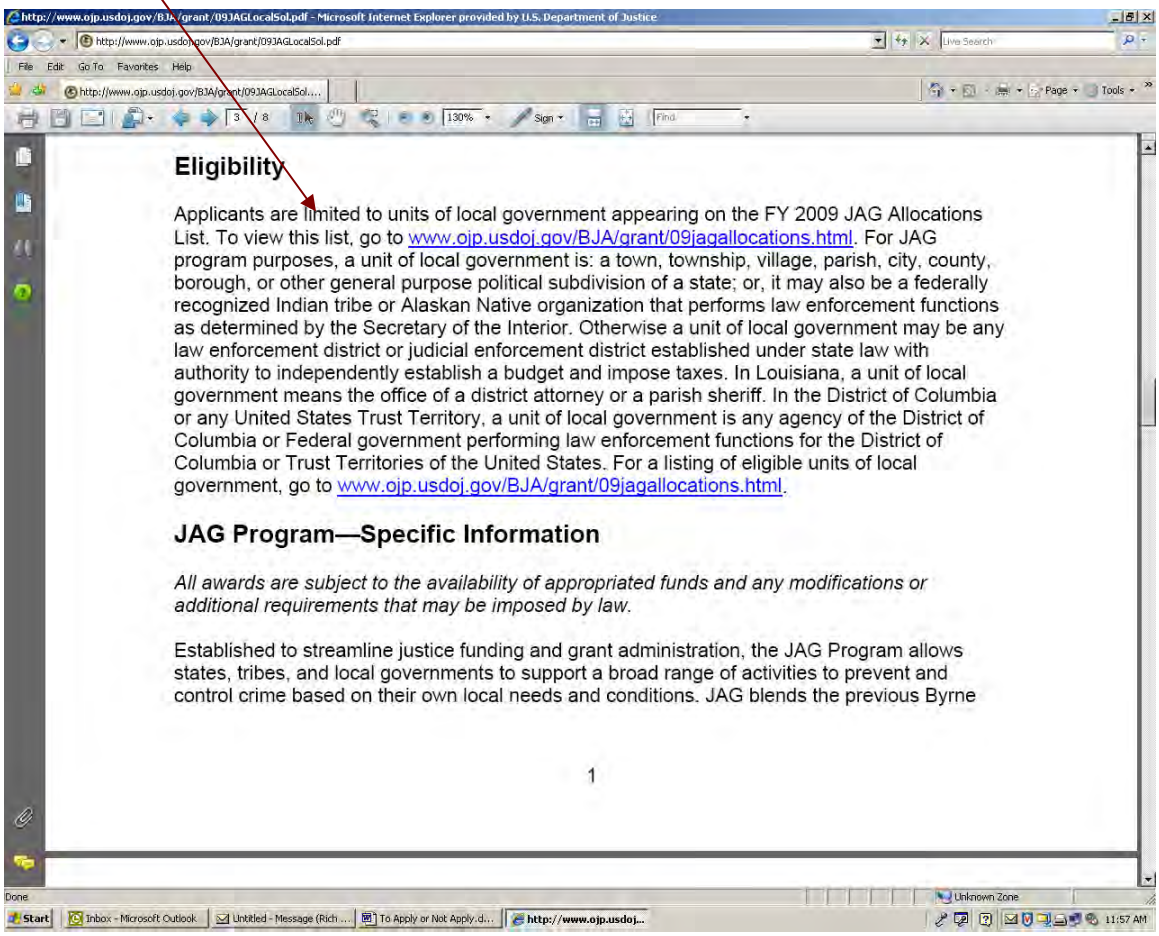
Faith-Based and Other Community Organizations: Consistent with Executive Order 13279, dated December 12, 2002, and 28 C.F.R. Part 38, faith-based and other community organizations that statutorily qualify as eligible applicants under DOJ programs are invited and encouraged to apply for assistance awards to fund eligible grant activities. Faith-based and other community organizations will be considered for awards on the same basis as other eligible applicants and, if they receive assistance awards, will be treated on an equal basis with all other grantees in the administration of such awards. No eligible applicant or grantee will be discriminated for or against on the basis of its religious character or affiliation, religious name, or the religious composition of its board of directors or persons working in the organization.

Faith-based organizations receiving DOJ assistance awards retain their independence and do

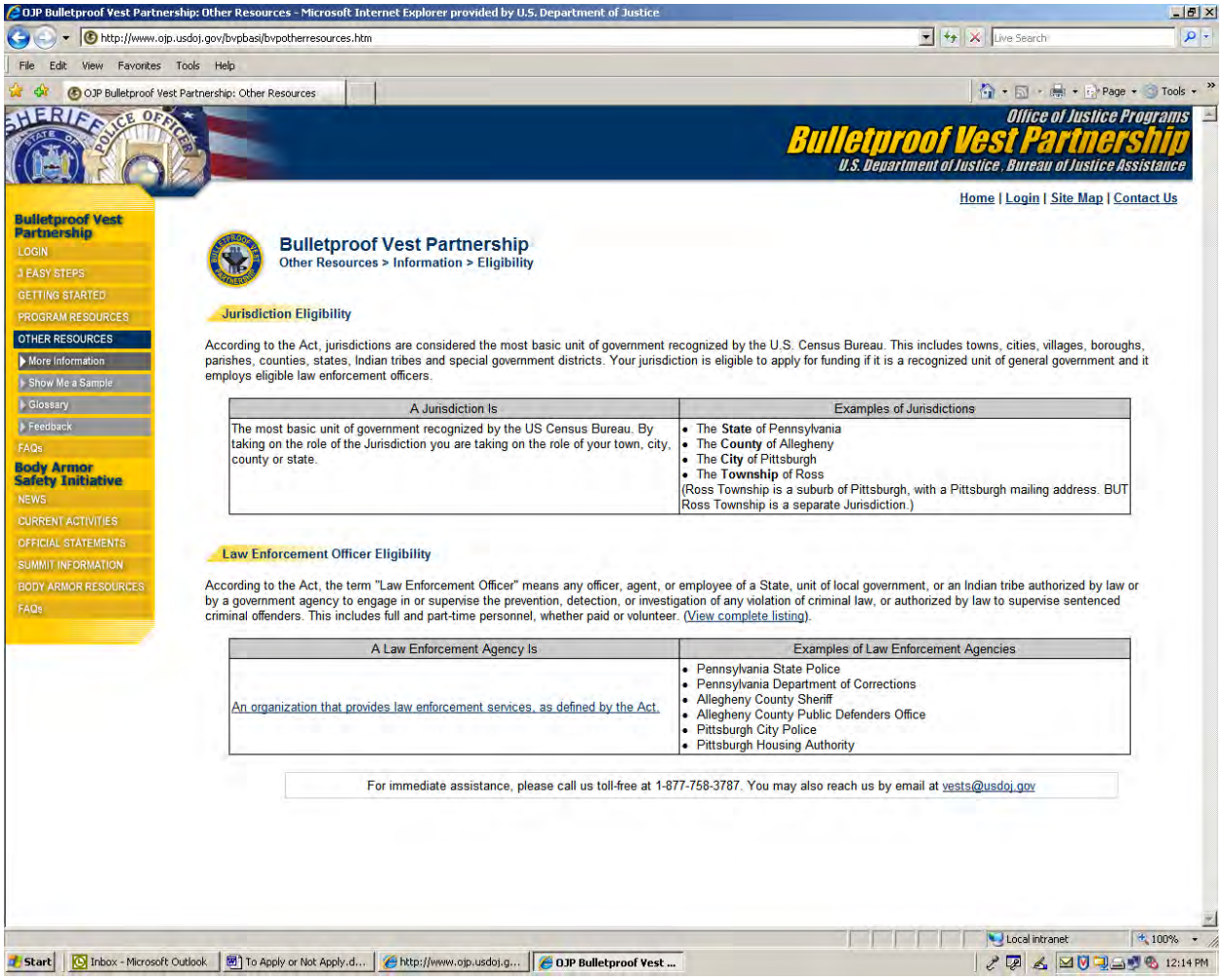
In the example provided above, the Eligibility for the two funding categories included in this solicitation is clearly outlined. It is often helpful to create a checklist to be used to help determine eligibility, especially when there is more than one funding category included in the solicitation or the eligibility includes criteria that is related to the scope of the project and not simply the type of applicant.

In some instances, due to legislative mandates, federal funds can only be distributed to units of government. When such restrictions are mandated, a governmental agency can prepare the application and even be the benefactor of the funds, but the Legal Applicant on the application needs to be the unit of government. Below are two examples of such restrictions, as imposed on the Edward Byrne Memorial Justice Assistance Grant (JAG) Local and the Bulletproof Vest Partnership (BVP) Programs.

Applicant Restriction



Example of Solicitation Restrictions: The BVP Program not only restricts eligible applicants to units of government, as recognized by the Census Bureau, but also limits eligible applicants to those units of government/jurisdictions that employ eligible law enforcement officers. A jurisdiction that contracts law enforcement services from another jurisdiction or depends on state police for law enforcement services, is not eligible to apply for BVP funds.



Check √, Check √, Check√, and Check √ Again

Some people find it helpful to create checklists to help them ensure that their grant applications are properly completed, include all necessary information and attachments, and are formatted correctly. Because each solicitation is different and does not require the same information be included or the same documents be attached, it is not possible to create a single check√ list that can be used for every application. Appendix C is an example of such a checklist that includes not only format requirements, but application content requirements, as well.

DUNS, CCR, and OJP VIN Numbers

Even though a final decision may not have been made on whether an application will be prepared and submitted for a specific grant solicitation, once it has been determined what jurisdiction, agency, or department is eligible to be considered the "official" applicant for the solicitation you are reviewing, it is important that you begin the process of gathering vital information that will be needed to submit the application. All applications for federal funds ***MUST*** include a DUNS (Data Universal Numbering System—a business identity numbering system developed and regulated by Dun & Bradstreet) and if previously issued, an OJPVIN (Office of Justice Programs Vendor Identification Number).

You can determine if your jurisdiction or agency already has a DUNS number assigned to it by using the Dun & Bradstreet search option at https://eupdate.dnb.com/requestoptions.asp?cm_re=HomepageB*Resources*DUNSNumberLink. Those experiencing difficulties locating their DUNS number can contact a Dun & Bradstreet customer service representative at 1-800-234-3867. An online application process is available for those who need to apply for a DUNS number. However, the process could take several days to a week, and applications cannot be submitted without the DUNS number listed.

When submitting applications via the federal government's Grants.gov central grant application system, it is necessary for every applicant to be registered with the Central Contractor Registration (CCR). Those persons who are responsible for the actual application submission process must also be registered as an Authorized Organization Representative (AOR). Additional information regarding the CCR process can be found at https://www.bpn.gov/ccr/default.aspx . A DUNS number, as mentioned in the previous paragraph, is necessary in order to submit a CCR registration. **Note: Your CCR registration must be renewed once a year. Failure to renew your CCR registration will prohibit submission of a grant application through Grants.gov.**

In addition, prior to submitting an application, it is beneficial to all BJA applicants to determine their OJP VIN. Using a previously issued OJP VIN helps ensure that an agency's grants are all tracked under a single number and eliminates confusion when filing Financial Status Reports and requesting payments. If you have previously had OJP grants, but are not sure of your OJP VIN, it can be obtained by contacting the OJP Office of the Chief Financial Officer (OCFO) Help Desk at 1-800-549-9901 Option 2. Agencies/grantees that have never received grant funds from OJP need not have an OJP VIN to submit an application; OCFO will assign a VIN once a grant award is made.

Drop Dead-Lines

After determining eligibility, the next most critical thing to consider is the application submission deadline and whether or not you have sufficient time to complete the registration process, write a quality application, and complete the online submission process by the deadline, as stated in the solicitation. All BJA solicitations have a deadline that is clearly stated on the front cover of the solicitation guidance. It is always wise to highlight the deadline, and make note of the specific time stated. All deadlines are based on Eastern Standard Time and clearly state E.T. or E.D.T. (for eastern daylight time). The online grant application systems are pre-programmed to close when the stated time has been reached and in most situations, applications that are not completed and submitted by the deadline will not be considered for funding. Verify the time difference, if you are in a time zone other than the Eastern United States.

BJA strongly recommends that applicants not wait until the last day of the application period to attempt to submit applications, as system volume can negatively impact the rate at which applications are accepted by the system. In addition, it recommended that those submitting applications remain at their computer until such time as a submission confirmation screen is received. Many Internet browsers have pre-established time limits. If a browser time limit expires while the application is being accepted by the grant system, the application submission process may also be terminated. Remaining at the computer workstation until the application submission confirmation screen is seen will provide peace-of-mind that the application was accepted by the online system.

The bottom line is **"Give yourself or your designated grant writer sufficient time to prepare a quality application, get registered in the appropriate online system, and complete the application submission process before the deadline."** Avoid setting yourself or a staff person up for failure by trying to prepare an application in a day or two or trying to submit the application during the last 30 minutes of the application period. Please refer to page 45 for specific information regarding system registration. If your jurisdiction or agency has not previously registered in the online system, ***the registration process can take up to 2 weeks to complete.***

How to Select Someone to Write A Grant Application

Having read the previous section about grant application deadlines, you are now keenly aware that waiting until the last minute to try to prepare or submit an application is a bad outcome waiting to happen. Of equal importance to the success of your efforts to obtain grant funding is the need to properly select the person(s) who will be responsible for creating the various parts of the application.

Some agencies and jurisdictions are fortunate enough to have a grant writer on staff and that person is responsible for preparing grant applications. If your agency is not fortunate enough to have a grant writer on staff, you have several options for preparing a grant application. You can designate an agency employee or you can assume responsibility for preparing the application for submission. The third option is to retain the services of a professional grant writer.

Should you choose to designate an agency employee, walking into roll call or calling the duty sergeant into your office and pointing your "I'm designating you" finger at an officer, without having a full understanding of the person's analytical and writing skills, will be no more productive than waiting until the last day to start the application process. The person selected does not need to have a PhD in grant writing, but must be able to do the following:

1. Follow the instructions in the solicitation.
2. Decipher the information from the solicitation that needs to be included in the Program Abstract and Program Narrative.
3. Be able to assist command staff or the agency head with determining measurable goals and objectives.
4. Be able to communicate in a clear and concise writing style.
5. If responsible for creating the Budget, must be able to determine accurate dollar amounts for the various budget items and totals for the cost categories.

If you designate someone in your agency to prepare the application, provide the person with as much information as possible about the solicitation and most importantly, don't expect the person to be able to read your mind. Have the person read the solicitation and then take sufficient time to discuss with the person the project you have in mind. Be sure that the person is familiar with agency's goals and objectives or strategic plan and brief the person on how you see the project as fitting into your agency's "master plan." Should you, as the agency head, decide to try your hand at grant writing, provide yourself with a dedicated block of time to focus on the necessary parts of the application.

The alternative to preparing the application yourself or designating an agency employee to do the writing is to use a professional grant writer. Such persons are obviously in the business to make money and fees may range from a flat fee to a percentage of the total amount of federal funds requested. Some grant writers work on a contingency basis, with the fee billed only if a grant award is made, while others require at least a partial payment for the time and effort put into preparing the application. **Please note: Fees charged by grant writers are not an expense that can be included in the grant budget. Such services would have been provided prior to the actual start date of the grant and fall outside of the grant budget period.**

Should you choose to retain the services of a professional grant writer, it would be prudent on your part to ask the person to provide a list of other agencies that used their services and were awarded a grant as a result of the application the person prepared. Ensure that the person's grant writing skills and areas of expertise are similar to the focus area of the grant solicitation. Please be mindful that some persons are "self-proclaimed" grant writing experts and although they may have prepared many applications, their awards received success rate is minimal at best.

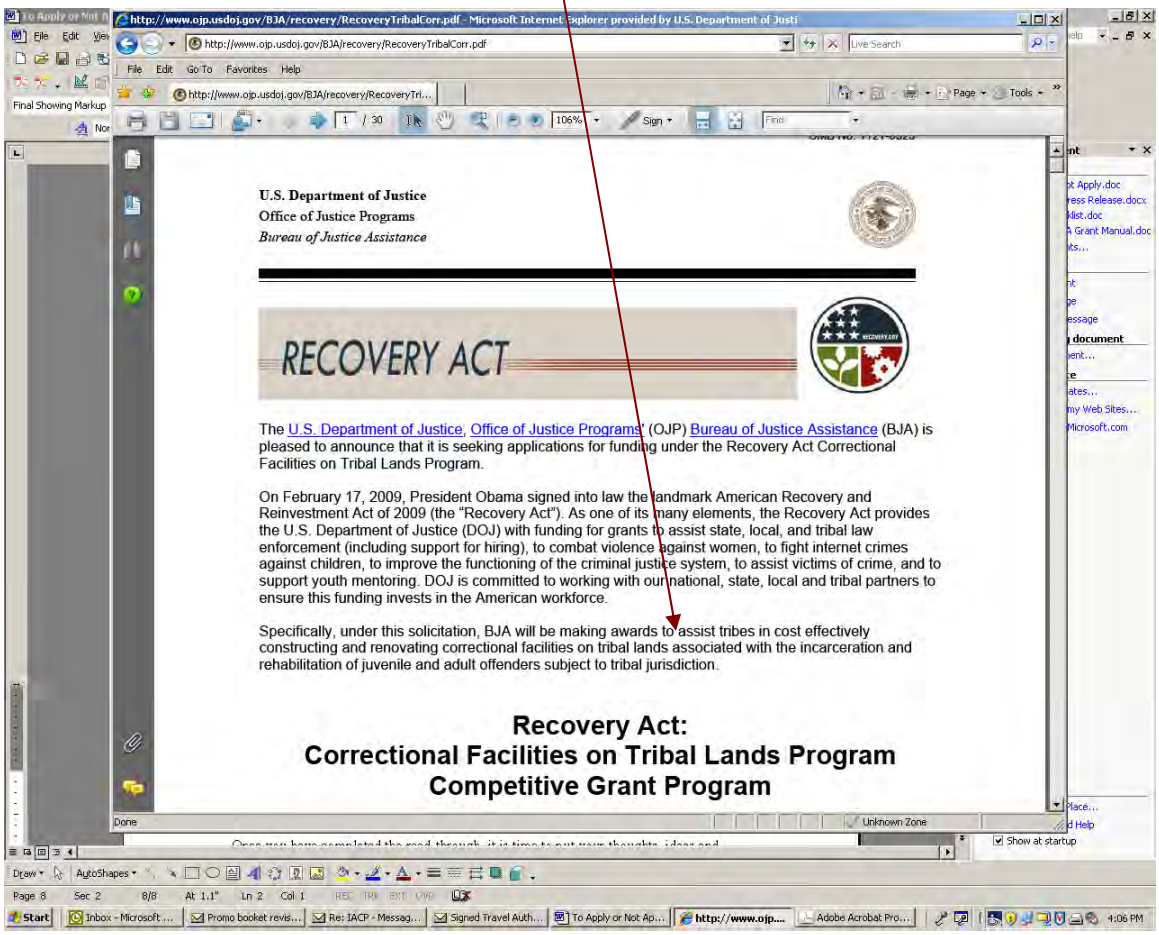
One Final Read-Through

Having completed the following steps:

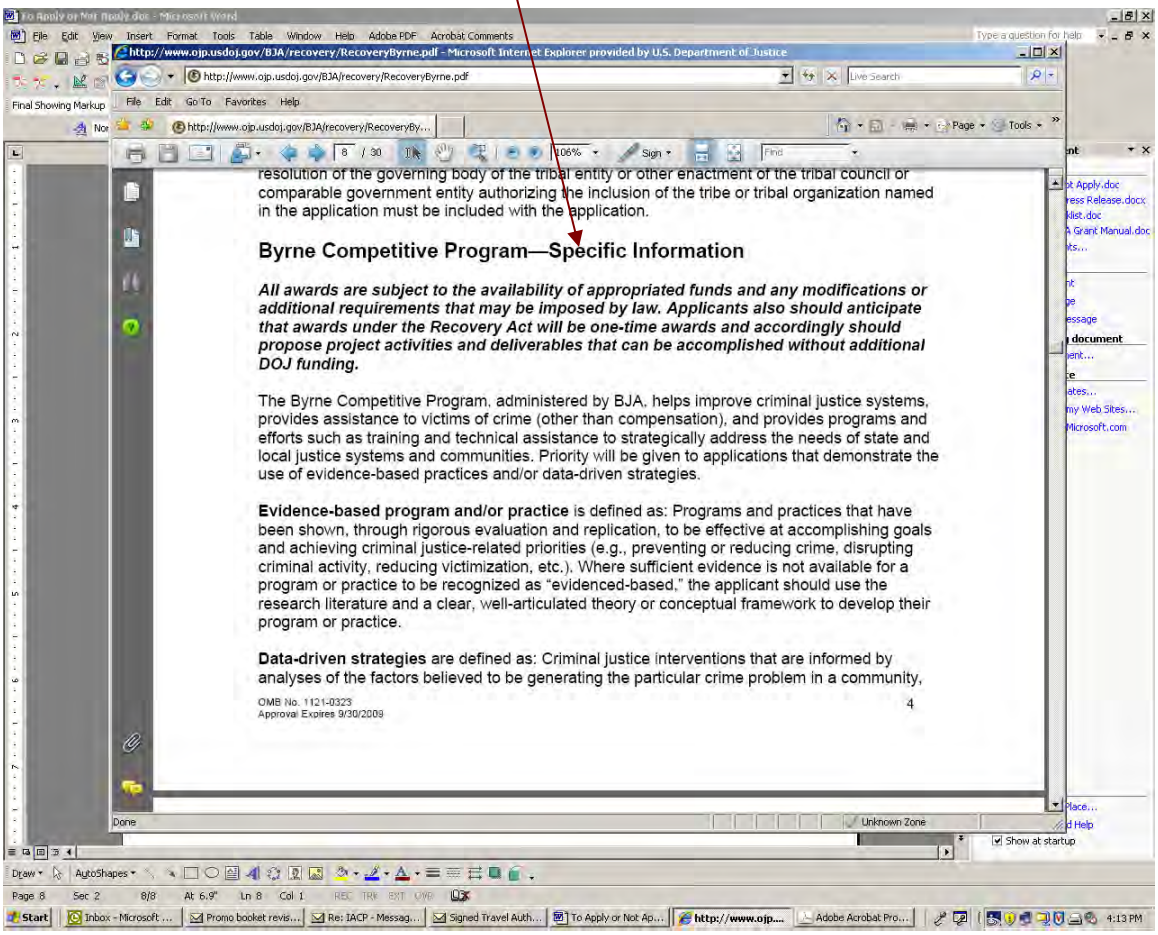
- Preliminary read-through of the solicitation,
- Determined your agency's/jurisdiction' eligibility,
- Decided who is the proper applicant for the specific solicitation,
- Determined that there is sufficient time to prepare and submit a quality application, and
- Selected the person who will be responsible for preparing the application

you are now ready to conduct a final read-through of the entire solicitation. Use a highlighter and make note of the overarching theme of the solicitation[1]; specific solicitation requirements[2]; costs that may be prohibited[3]; the performance data that will need to be reported[4]; and all tasks that will be required[5] should an award be made. At the time you decide to submit an application, you and your agency/jurisdiction needs to be fully prepared to commit to meeting any and all requirements of a grant award. Grant award requirements or Special Conditions, as they are sometimes referred to, are set by the funding agency and are neither negotiable nor optional. Be sure before the time and effort is put into preparing the application that your agency/jurisdiction is able to commit to the requirements.

[1] Solicitation/Funding Theme or Focus



[2] Specific Solicitation Requirements



resolution of the governing body of the tribal entity or other enactment of the tribal council or comparable government entity authorizing the inclusion of the tribe or tribal organization named in the application must be included with the application.

Byrne Competitive Program—Specific Information

All awards are subject to the availability of appropriated funds and any modifications or additional requirements that may be imposed by law. Applicants also should anticipate that awards under the Recovery Act will be one-time awards and accordingly should propose project activities and deliverables that can be accomplished without additional DOJ funding.

The Byrne Competitive Program, administered by BJA, helps improve criminal justice systems, provides assistance to victims of crime (other than compensation), and provides programs and efforts such as training and technical assistance to strategically address the needs of state and local justice systems and communities. Priority will be given to applications that demonstrate the use of evidence-based practices and/or data-driven strategies.

Evidence-based program and/or practice is defined as: Programs and practices that have been shown, through rigorous evaluation and replication, to be effective at accomplishing goals and achieving criminal justice-related priorities (e.g., preventing or reducing crime, disrupting criminal activity, reducing victimization, etc.). Where sufficient evidence is not available for a program or practice to be recognized as "evidenced-based," the applicant should use the research literature and a clear, well-articulated theory or conceptual framework to develop their program or practice.

Data-driven strategies are defined as: Criminal justice interventions that are informed by analyses of the factors believed to be generating the particular crime problem in a community,

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Approval Expires 9/30/2009

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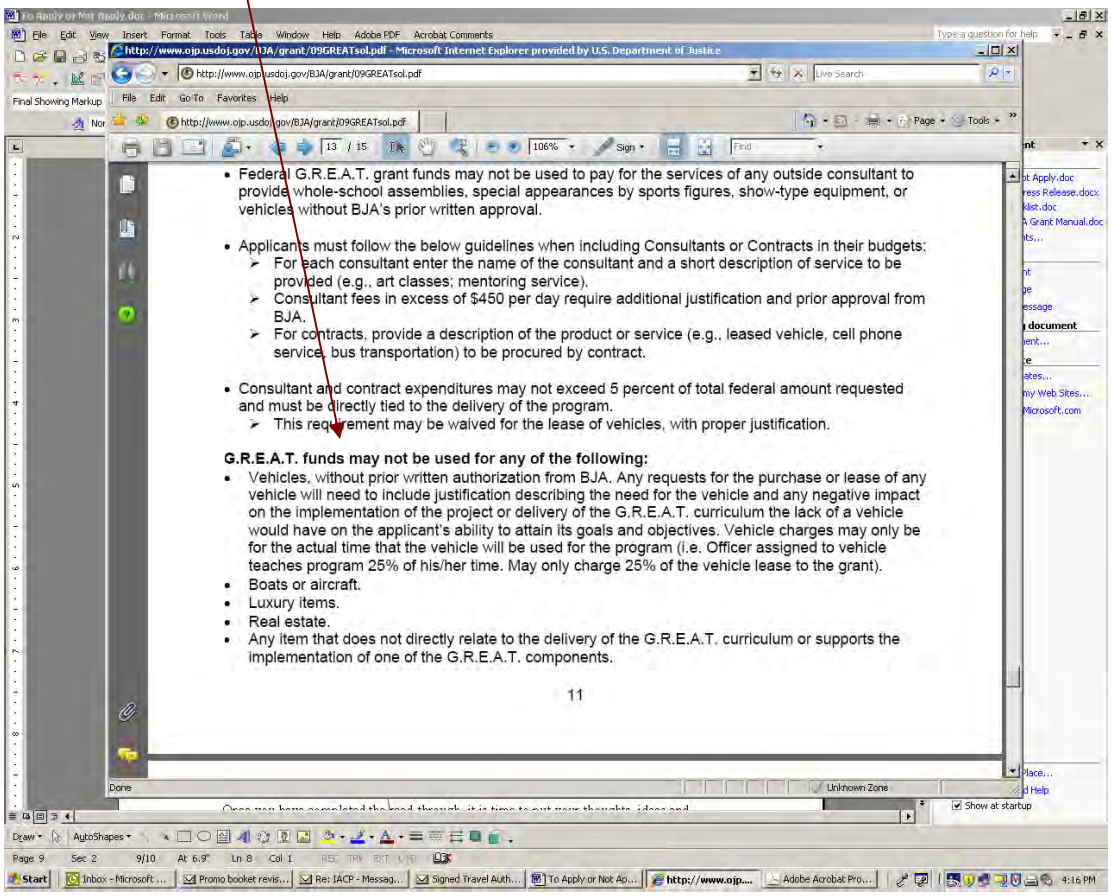
[3] Program Prohibited Costs



- Federal G.R.E.A.T. grant funds may not be used to pay for the services of any outside consultant to provide whole-school assemblies, special appearances by sports figures, show-type equipment, or vehicles without BJA's prior written approval.

- Applicants must follow the below guidelines when including Consultants or Contracts in their budgets:
  - For each consultant enter the name of the consultant and a short description of service to be provided (e.g., art classes; mentoring service).
  - Consultant fees in excess of $450 per day require additional justification and prior approval from BJA.
  - For contracts, provide a description of the product or service (e.g., leased vehicle, cell phone service, bus transportation) to be procured by contract.

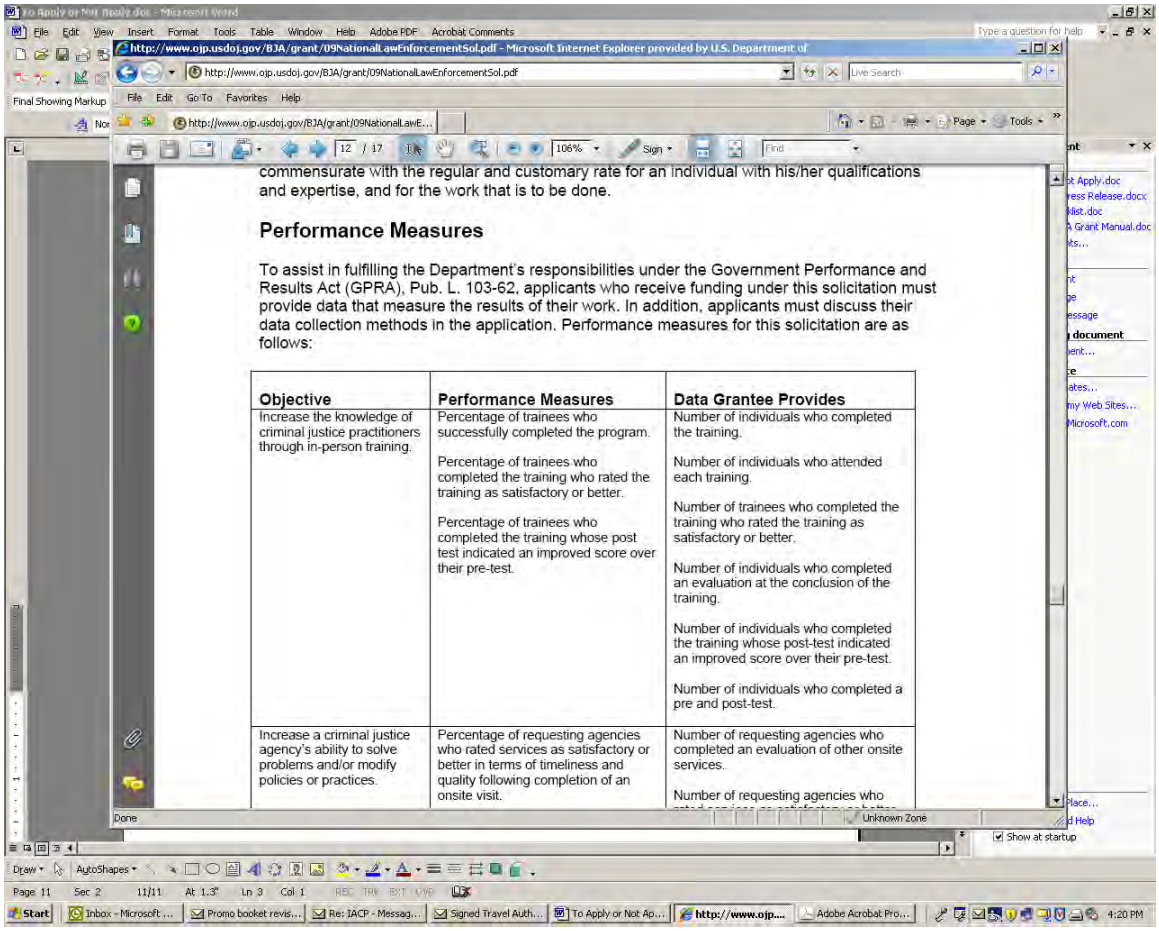
- Consultant and contract expenditures may not exceed 5 percent of total federal amount requested and must be directly tied to the delivery of the program.
  - This requirement may be waived for the lease of vehicles, with proper justification.

G.R.E.A.T. funds may not be used for any of the following:

- Vehicles, without prior written authorization from BJA. Any requests for the purchase or lease of any vehicle will need to include justification describing the need for the vehicle and any negative impact on the implementation of the project or delivery of the G.R.E.A.T. curriculum the lack of a vehicle would have on the applicant's ability to attain its goals and objectives. Vehicle charges may only be for the actual time that the vehicle will be used for the program (i.e. Officer assigned to vehicle teaches program 25% of his/her time. May only charge 25% of the vehicle lease to the grant).
- Boats or aircraft.
- Luxury items.
- Real estate.
- Any item that does not directly relate to the delivery of the G.R.E.A.T. curriculum or supports the implementation of one of the G.R.E.A.T. components.

11

[4] Performance Measurement Data



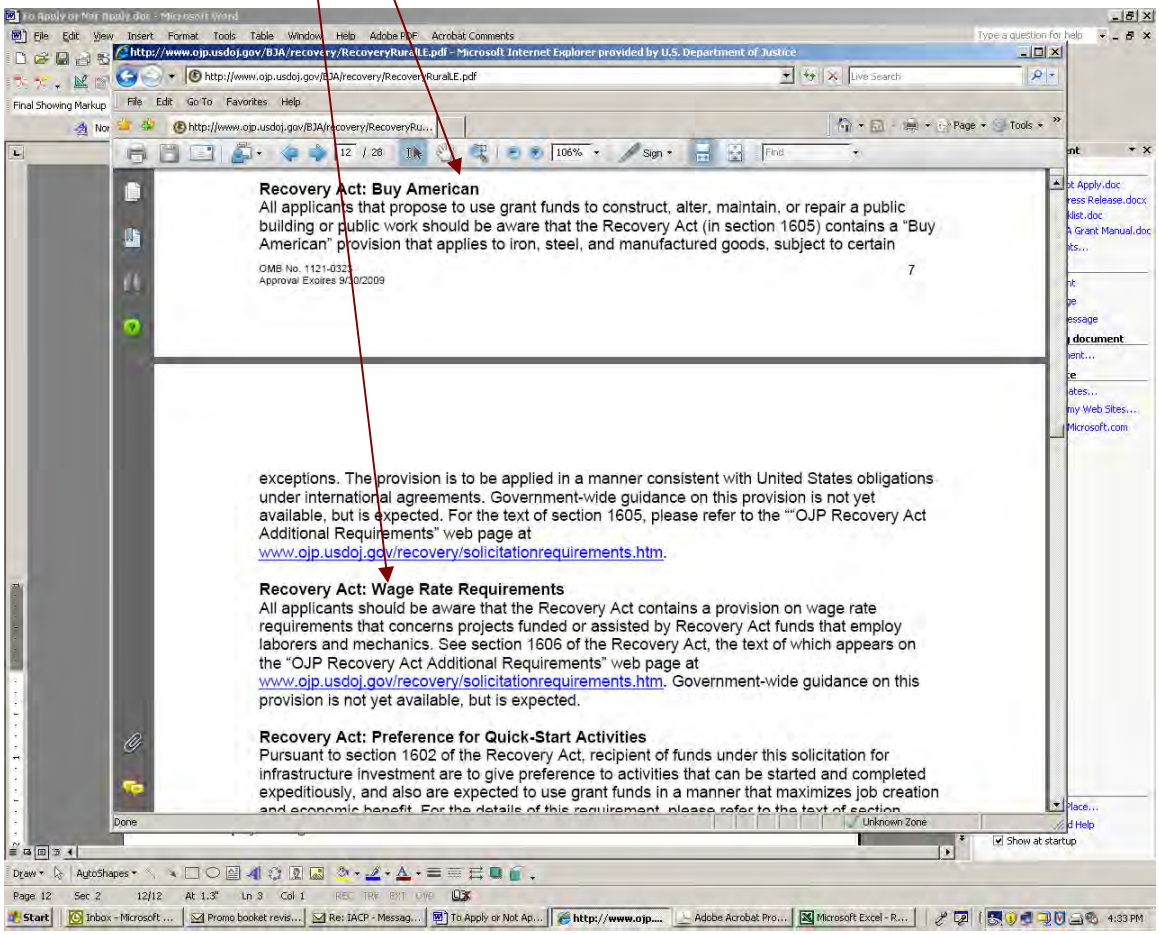
commensurate with the regular and customary rate for an individual with his/her qualifications and expertise, and for the work that is to be done.

Performance Measures

To assist in fulfilling the Department's responsibilities under the Government Performance and Results Act (GPRA), Pub. L. 103-62, applicants who receive funding under this solicitation must provide data that measure the results of their work. In addition, applicants must discuss their data collection methods in the application. Performance measures for this solicitation are as follows:

Objective	Performance Measures	Data Grantee Provides
Increase the knowledge of criminal justice practitioners through in-person training.	Percentage of trainees who successfully completed the program. Percentage of trainees who completed the training who rated the training as satisfactory or better. Percentage of trainees who completed the training whose post test indicated an improved score over their pre-test.	Number of individuals who completed the training. Number of individuals who attended each training. Number of trainees who completed the training who rated the training as satisfactory or better. Number of individuals who completed an evaluation at the conclusion of the training. Number of individuals who completed the training whose post-test indicated an improved score over their pre-test. Number of individuals who completed a pre and post-test.
Increase a criminal justice agency's ability to solve problems and/or modify policies or practices.	Percentage of requesting agencies who rated services as satisfactory or better in terms of timeliness and quality following completion of an onsite visit.	Number of requesting agencies who completed an evaluation of other onsite services. Number of requesting agencies who

[5] **Tasks that will be required**



You're Ready; You're Set—Now Go!

Once you have completed the read-through, it is time to put your thoughts, ideas, and project design into a written format. If you are not the one who will actually be preparing the application, take the time to thoroughly discuss your project and ideas with the person who is tasked with preparing the application, but only after that person had had an opportunity to review the solicitation.

WRITING THE PROPOSAL

Documents that must be submitted will be outlined in the BJA grant solicitation (application kit) under the section titled What an Application Must Include. In general, however, there are three main sections to each application. This includes a program abstract, a program narrative, and a budget consisting of a budget detail worksheet and budget narrative.

The program abstract should adhere to the criteria outlined in the solicitation. It includes the applicant name, title of the project, award amount requested, and a brief description of proposed grant-funded projects, major deliverables, and coordination plans. Proper formatting, as identified in the solicitation, must also be followed. Submissions that do not adhere to requirements such as font size, spacing, and page length will be deemed ineligible.

The program narrative also needs to adhere to the criteria outlined in the solicitation and should clearly identify the issue(s) to be addressed. In addition, the narrative needs to describe the proposed grant-funded project in detail, as well as include the goals and objectives, strategies for implementation, capabilities and competencies of staff assigned to the project, a discussion of the significance of the project's impact, a link between the program activities to the program goals, objectives, and performance measures, an explanation of how the project's effectiveness will be measured, and a detailed strategy for sustaining the project once federal funding ends. Submissions that do not adhere to formatting requirements as identified in the solicitation will be deemed ineligible. Experienced reviewers recommend that when creating the program narrative that the applicant use the various Selection Criteria as headers in the program narrative. This provides the applicant with specific sections in which to include critical data and information and also clearly points the reviewers to the information that addresses each of the Selection Criteria.

Creating a Program Narrative Checklist

As previously mentioned in the "To Apply or Not To Apply" section of this manual, creating a checklist for the each of the various parts of the application might prove invaluable when reviewing the draft proposal. Such a checklist would help you ensure that all required information is included and that nothing of importance has been missed. The checklist can be created by using the solicitation document and simply listing the information that needs to be included in each part of the application. A checklist also could be in the form of questions that you answer when conducting the final read-through of the application. An example of a Program Narrative Checklist, in question format, can be found in the Appendix section—Appendix D.

If You're Not Sure, Ask Before You Begin

If you have any questions before beginning the application process, please give us a call at 1-866-859-2687, or e-mail us at AskBJA@usdoj.gov. Contact information for BJA State Policy Advisors can be referenced at Appendix A.

Parts of the Application

I. Abstract

A. The purpose of the Project Summary/Abstract is to describe succinctly every major aspect of the proposed project except the budget. The abstract is an important part of your application.

B. The second component of the Project Summary/Abstract is **relevant research**. In this section, cite authoritative sources to support your position and describe the relevance of this research / data to the criminal justice system. Be succinct and use plain language that can be understood by a general, lay audience.

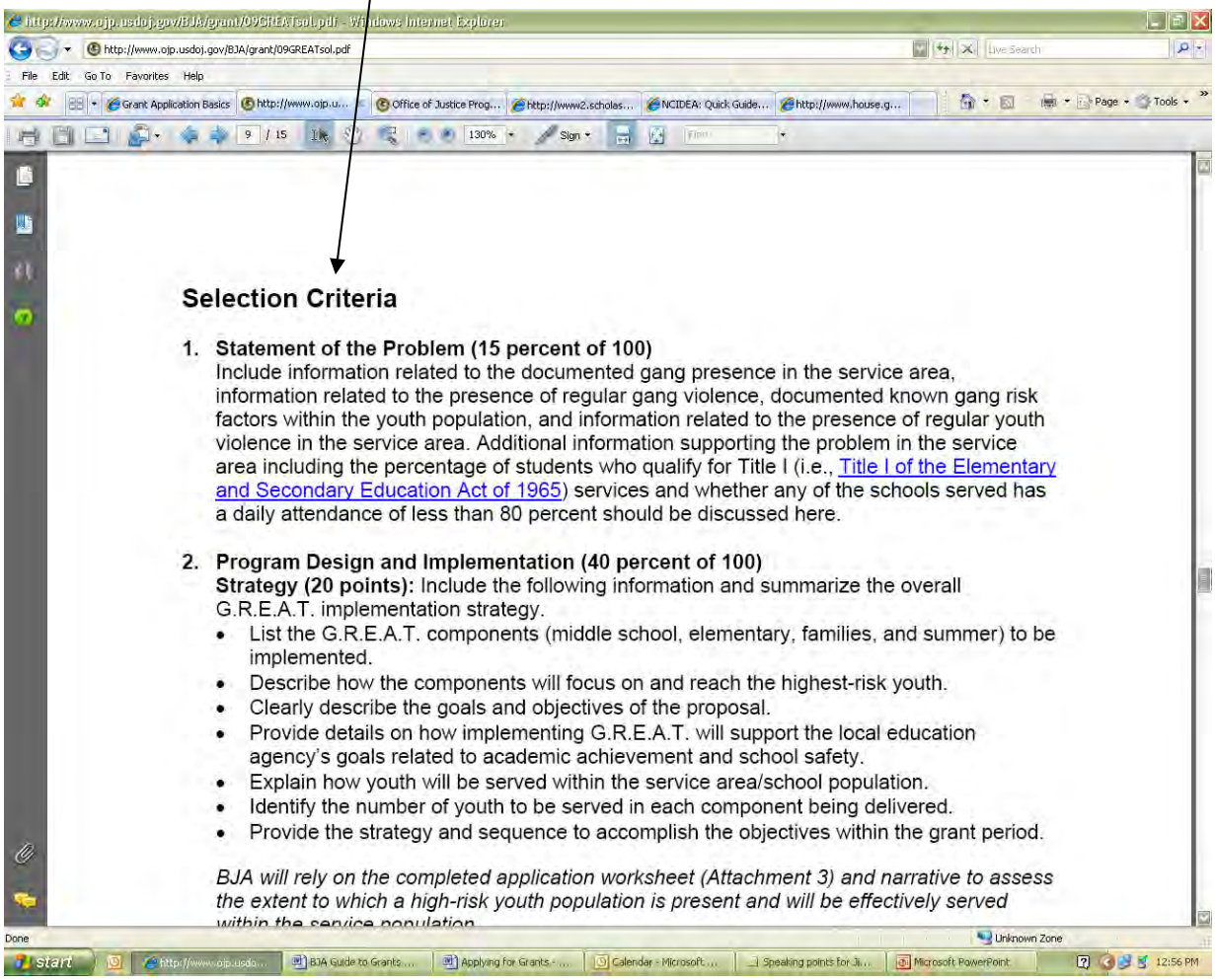
C. The Project Summary/Abstract should be no more than one page and include the following information:

1. The audiences—who and how many will the project directly impact?
2. The need/problem—what need will the project address?
3. The goals—what does the project strive to ultimately accomplish?
4. The performance targets and indicators—who will be able to do what by when?
5. The activities—how will the project be carried out?

D. Because the abstract is essentially a summary of the project, it should be written after the grant proposal is completed. It can be summarized from other parts of the proposal.

II. Narrative/Project Proposal

A. Statement of the Problem—this section of the application is very critical and will vary for each solicitation. Therefore, it is most important that you read your solicitation very carefully to identify what you need to include. You will find information about the "Statement of the Problem" under the "Selection Criteria" section.



Selection Criteria

1. **Statement of the Problem (15 percent of 100)**
   Include information related to the documented gang presence in the service area, information related to the presence of regular gang violence, documented known gang risk factors within the youth population, and information related to the presence of regular youth violence in the service area. Additional information supporting the problem in the service area including the percentage of students who qualify for Title I (i.e., Title I of the Elementary and Secondary Education Act of 1965) services and whether any of the schools served has a daily attendance of less than 80 percent should be discussed here.

2. **Program Design and Implementation (40 percent of 100)**
   Strategy (20 points): Include the following information and summarize the overall G.R.E.A.T. implementation strategy.
   - List the G.R.E.A.T. components (middle school, elementary, families, and summer) to be implemented.
   - Describe how the components will focus on and reach the highest-risk youth.
   - Clearly describe the goals and objectives of the proposal.
   - Provide details on how implementing G.R.E.A.T. will support the local education agency's goals related to academic achievement and school safety.
   - Explain how youth will be served within the service area/school population.
   - Identify the number of youth to be served in each component being delivered.
   - Provide the strategy and sequence to accomplish the objectives within the grant period.

   BJA will rely on the completed application worksheet (Attachment 3) and narrative to assess the extent to which a high-risk youth population is present and will be effectively served within the service population

Generally, a Statement of the Problem explains the problem to be addressed by the project. The below list of questions can be used to gather the information that you will need to include in the Statement of the Problem section of the Program Narrative.

1. What is the problem that requires a solution?

2. What will happen if this need is not addressed?

3. What is the gap between what currently exists and is needed to address the problem?

4. Why should grant funds be used to solve the problem, versus local jurisdiction or agency funds?

B. Data and statistical evidence that is directly related to the identified problem/issue that the project will address should be used to justify the problem. It is important that applicants refrain from using generalized data that may not be relevant to your data, and information that documents the problem should answer the following questions:

1. How large a problem is it? How much of your community or agency is impacted by the problem/issue?

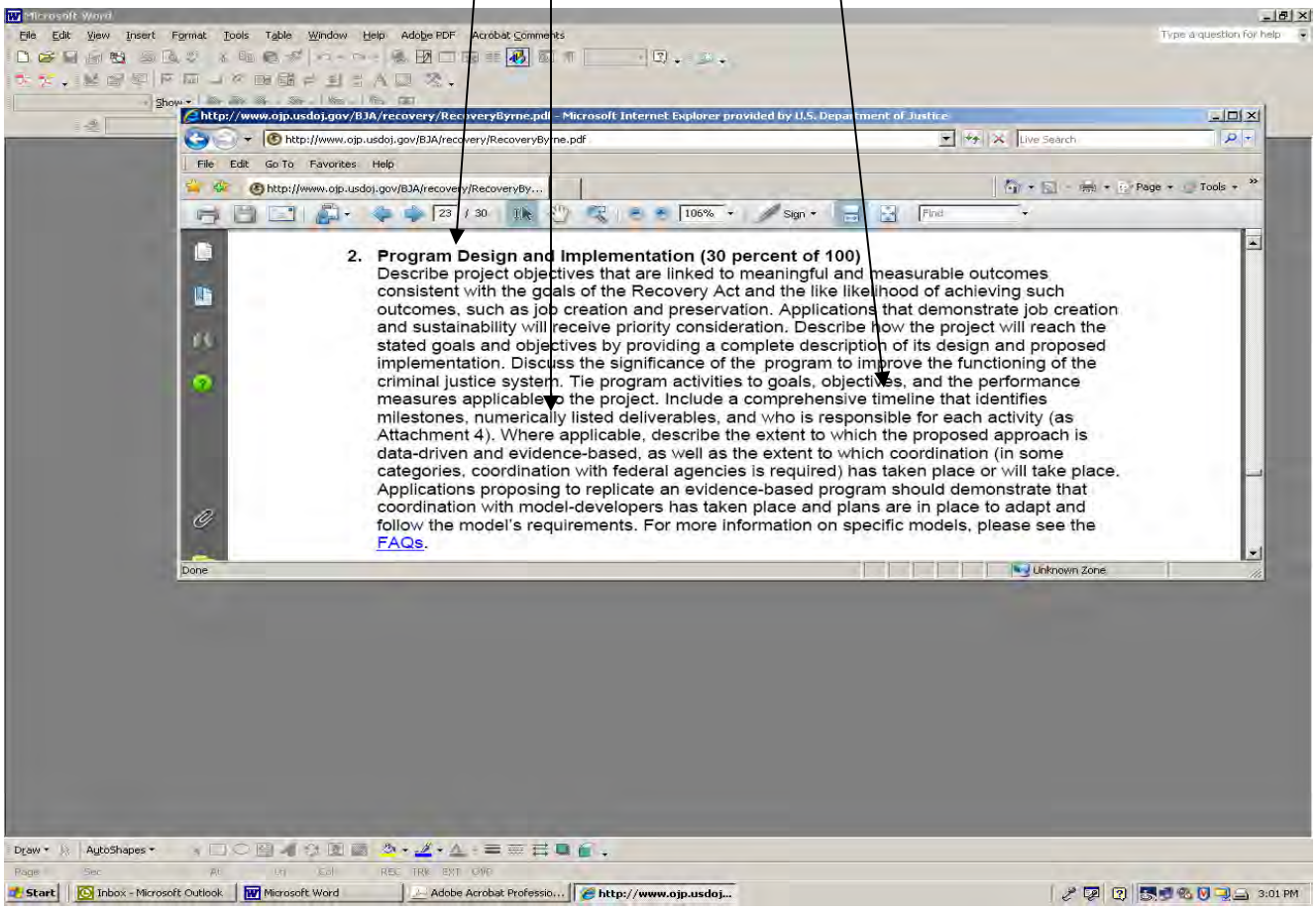
2. Rate at which the problem has become more prevalent

3. How does your problem compare to that of similar communities in the area?

4. What are contributing factors? (e.g., close proximity to a major city; socio-economic status of community; loss of jobs, etc.)

C. Program Design and Implementation—This is the section of the Program Narrative where you describe how you intend to address the identified problem/issue and how your proposed solution will impact the problem. In the example provided below, the information that needs to be included in the Program Design and Implementation section of the Program Narrative is clearly stated and this solicitation even provides information on how the deliverables should be listed (numerically listed).

Timeline—if the solicitation requests that a Project Timeline be included, as the below example does, be sure to create a realistic timeline in terms of weeks or months after the award date, that describes the various individual tasks that need to be completed and the estimated timeframe it will take to complete each task. Once again, be realistic; don't create such a short timeline that you are setting yourself or your agency/jurisdiction up for failure because it will be impossible to complete the various tasks in the time you have allocated.



The questions listed below will help guide you as you prepare this portion of the Program Narrative.

1. How does the solution address the problem?
2. Have you created a sense of urgency?
3. Is your solution a means to an end, rather than the end?
4. Do you know if the solution will work? Is it a widely used solution that has evidence-based data that shows that it has been effective in addressing the same problem in other jurisdictions?
5. Will it pass a reality check?
6. Are their any constraints? If so, what are they?
7. How do you know your solution is the right one? Was more than one solution considered? If more than one solution was considered, how did you prioritize solutions?
8. Did you do a cost-benefit analysis?
9. How long will it take before your agency can begin to perform the anticipated duties as described in this section of the Program Narrative?

D. Capabilities and Competencies—Federal agencies are responsible for ensuring that the funds they distribute are properly utilized and that projects funded under grant programs are productive and have a positive impact. Because it is not feasible for a federal agency to conduct pre-award site visits or interview applicant staff prior to making an award, applicants are asked to provide information that demonstrates that the applicant and staff to be assigned to the project are capable of implementing the project, effectively managing and tracking the grant funds, completing the necessary project evaluations, and filing the required reports. Information regarding the agency or jurisdiction's grant history and that which provides evidence that the agency or jurisdiction has effectively managed grants or implemented projects in the past should also be included in this section of the Program Narrative.

In the Capabilities and Competencies section, it is important that applicants list the names and position titles of staff who will provide project oversight to the project. A brief description of each person's prior grant or project management experience should be included in the Program Narrative. Including full staff résumés in the Program Narrative would take up too much space that should be used for other important information, so applicants can choose to attach full staff résumés to the application as a separate document, but the reviewers are not required to review the full résumés. Even if full résumés are attached to the application, basic competency information must be included in the Program Narrative.

E. Impact/Outcomes, Evaluation, Sustainment, and Plan for Collecting Data for Performance Measures—In this section of the program narrative, applicants need to explain what will be measured using the Performance Measures provided in the solicitation (see example of Performance Measures provided below), who is responsible for collecting the performance measurement information, and how the information will be used to guide the program. Although each application may not be able to evaluate the impact of the project as related to every one of the Performance Measures, applicants should make every effort to develop a plan that will address as

many of the Performance Measures as possible and provide relevant data that will not only help the funding agency to measure the impact of the grant funds, but will also provide the applicant/grantee with information that will help justify the continuation of the project beyond the federal grant period.

Examples of Performance Measures Included in a Solicitation

Objective	Performance Measures	Data Grantee Provides
Increase the knowledge of criminal justice practitioners through in-person training.	Percentage of trainees who successfully completed the program. Percentage of trainees who completed the training who rated the training as satisfactory or better. Percentage of trainees who completed the training whose post test indicated an improved score over their pre-test	Number of individuals who completed the training. Number of individuals who attended each training. Number of trainees who completed the training who rated the training as satisfactory or better. Number of individuals who completed an evaluation at the conclusion of the training. Number of individuals who completed the training whose post-test indicated an improved score over their pre-test. Number of individuals who completed a pre and post-test
Increase the knowledge of criminal justice practitioners through web-based learning.	Percentage of trainees who successfully completed the program. Percentage of trainees who completed the training who rated the training as satisfactory or better. Percentage of trainees who completed the training whose post test indicated an improved score over their pre-test.	Number of individuals who started the training. Number of individuals who completed the training. Number of trainees who completed the training who rated the training as satisfactory or better. Number of individuals who completed an evaluation at the conclusion of the training. Number of individuals who completed a pre- and post-test.

Increase a criminal justice agency's ability to solve problems and/or modify policies or practices.	Percentage of requesting agencies who rated services as satisfactory or better in terms of timeliness and quality following completion of an onsite visit. Percentage of requesting agencies that were planning to implement at least some of the report recommendations six months after the onsite visit. Percentage of requesting agencies of other onsite services who rated the services provided as satisfactory or better.	Number of requesting agencies who completed an evaluation of other onsite services. Number of requesting agencies who rated services as satisfactory or better in terms of timeliness and quality following completion of a onsite visit. Number of requesting agencies that were planning to implement at least some of the report recommendations six months after the onsite visit. Number of requesting agencies who completed an evaluation of services. Number of requesting agencies of other onsite services who rated the services provided as satisfactory or better. Number of other onsite services provided. Number of onsite visits completed.

Project Sustainment

As part of this section of the program narrative, applicants should outline a strategy for sustaining the project and continuing to implement their project when the federal grant ends. Information to consider including in this section is the importance of the program to the community and the consequences of implementing the program and then ending it after only several years. Applicants should always begin planning for the development of sustainment funds, at the same time they begin considering whether or not to submit an application. A sustainment plan can include information about the number of collaborations with public and private entities that will assist in continuing the program in the absence of federal funding and any alternative sources of funding that will become available for use when the grant funds are expended.

III. **Budget Worksheet and Narrative**

Please refer to page 15 for details on what information to include in your budget. You may also reference Appendix B for a sample budgets.

IV. **Standard Assurances and Certifications**

As a part of every grant funding application process, applicants are required to make certain Assurances and Certifications to the federal agency to which the application is being submitted. Some of the Assurances and Certifications are actually included in the online application systems, and applicants need only indicate that they are making the assurances and will comply with the certifications. **It is strongly recommended that the person**

responsible for submitting the application be familiar with the agency's ability to meet the Assurances and Certifications and if necessary, have the applicant agency or jurisdiction's highest ranking official review Assurances and Certifications prior to submitting the application.

The Assurances most often pertain to the applicant's authority to apply for federal funds and its agreement to comply with federal regulations, such as anti-discrimination, etc. The Certification that is part of the online application process addresses issues of Debarment, Lobbying and Drug-free Workplace Environment. The online system will not allow applications to be submitted until the applicant has completed the necessary step to accept the Assurances and Certifications.

In addition to the Assurances and Certifications included as part of the online application process, successful applicants selected for award must agree to comply with additional applicable requirements prior to receiving grant funding. All applicants are strongly encouraged to review the list below pertaining to these additional requirements prior to submitting any application. Additional information for each can be found at www.ojp.usdoj.gov/funding/other_requirements.htm.

- Civil Rights Compliance
- Funding to Faith-Based Organizations
- Confidentiality and Human Subjects Protection
- Anti-Lobbying Act
- Financial and Government Audit Requirements
- National Environmental Policy Act (NEPA) Compliance
- DOJ Information Technology Standards
- Single Point of Contact Review
- Non-Supplanting of State and Local Funds
- Criminal Penalty for False Statements
- Compliance with Office of Justice Programs *Financial Guide*
- Suspension or Termination of Funding
- Non-Profit Organizations
- For-Profit Organizations
- Government Performance and Results Act (GPRA)
- Rights in Intellectual Property
- Federal Funding Accountability and Transparency Act (FFATA) of 2006

The Good, The Bad and The Ugly

As you can well imagine, not all applicants follow the guidelines provided in BJA's grant solicitations. In some instances it is questionable as to whether or not anyone even looked at the solicitation. Appendix E includes both high and low scoring examples of the various sections of the application – Statement of the Problem, Project/Program Narrative, etc. These examples are taken from actual applications submitted in response to several of BJA's FY 2009 solicitations.

Note: Readers should disregard the single space formatting of the examples. All of the material was submitted in the correct double spaced format, as required by the solicitations and was modified for the purpose of inclusion in this manual.

BJA has also provided the actual Peer Reviewer comments for each of the examples included in Appendix E. As previously stated in the summary explanation of Discretionary Grants, BJA selects subject matter experts, from the field, to serve as peer reviewers. It is important to remember that all comments they provide are based on their background knowledge and are subject to each peer reviewer's interpretation of the solicitation criteria and the content of each application they review.

SUBMITTING THE APPLICATION

Once you have written the grant proposal, the application **must** be submitted online.

Ordinarily, competitive/discretionary grants are submitted through Grants.gov.
You can access Grants.gov at www.grants.gov to find the grant opportunity, download the application package, and complete the registration process.

Formula, Congressional earmarks, and continuation grants must be submitted through OJP's Grants Management System (GMS) (https://grants.ojp.usdoj.gov/).

- If you are a first time applicant, you must register and create a profile.
- Potential applicants should visit www.ojp.usdoj.gov/funding/solicitations.htm to view current OJP funding opportunities.

Registering in the System

Registration requires several steps:

1. Your organization will need to obtain a DUNS Number. If your organization does not have one, you must obtain one at the Dun & Bradstreet web site (http://fedgov.dnb.com/webform).
2. Your organization **must** be registered with the Central Contractor Registration (CCR) at www.ccr.gov. If it is not, an authorizing official of the organization must register. The applicant will not be able to continue to the next step in Grants.gov registration until this is completed.
3. You then create a Grants.gov username, password, and user profile.
4. The E-Business Point of Contact (POC) at your organization **must** respond to the registration e-mail from Grants.gov and login to Grants.gov to confirm an Authorized Organization Representative (AOR). Please note: there can be more than one AOR for an organization.
    1. During this process, you will be asked to designate an Authorized Representative. Generally, this person is the top executive of the applicant's organization, such as the Director, President, or Chief Executive Officer, and must have the authority to enter the organization into legal agreements with the federal government. If the top executive chooses to delegate this authority to another individual, a letter from the top executive stating this change of Authorized Representative must be submitted with the application.

If you need assistance, you can access computer-based training on registration procedures (www.ojp.usdoj.gov/gmscbt/) for assistance.

Please note: there is a difference between the registration deadline and the application submission deadline. The "registration deadline" occurs first, and refers to the time at which an application must have been started and saved in the online system, by clicking the "apply online" link in the Funding Opportunities section. So even if you are not ready to complete your application, you must register and click the "apply online" button before the deadline expires. **If the registration deadline is missed, you will not be able to apply for the grant.**

The "submission deadline" refers to the time by which **all** steps of the application must be complete by clicking the gray "Submit Application" button. **If the submission deadline is missed due to an extreme emergency (e.g., power outages lasting several days, extreme inclement weather, etc.), you should immediately contact BJA to see if alternate procedures apply.**

After You Register, You Wait

Validation, confirmation, and receiving a user name and password will take five to seven business days prior to the application due date; therefore, **it is extremely important that applicants register well in advance of an application's due date.** Application assistance can be accessed at: www.grants.gov/applicants/applicant_faqs.jsp#2.

Once you have located the grant opportunity for which you wish to apply, you should record the opportunity's Funding Opportunity Number and/or Catalog for Federal Domestic Assistance (CFDA) Number.

You will then download, complete, and submit the application package. **Adobe Reader software is required** in order to complete and submit an application. You should refer to the Applicant User Guide (www.grants.gov/assets/ApplicantUserGuide.pdf) for detailed instructions on applying for grants in Grants.gov.

You may also contact Grants.gov for assistance at 1-800-518-4726 or support@grants.gov.

You should refer to the GMS Help and Frequently Asked Questions web page (https://grants.ojp.usdoj.gov/gmsHelp/gms_faq.htm#hdirfag) for very detailed instructions and tips on applying through GMS. Applicants may also call the GMS Help Desk at 1-888-549-9901, option 3 for additional assistance.

Scotch Tape and Tacks Won't Work—Attaching Documents to a Grant Application

Both the Grants.gov and GMS systems allow users to complete portions of their grant applications online, through the use of data collection templates or better known as "fill-in-the-blanks" screens. Neither of these systems, however, provides users with an online template for creating documents such as the Program Abstract, Program Narrative, Task and Timeline, and Budget Narrative. These documents must be prepared using a standard word processing program, such as Microsoft Word or WordPerfect. Completed documents need to be uploaded/attached to the online application. Step-by-step instructions for attaching such documents to the online application are:

1. Open the word processing software on your computer and begin with a blank document.

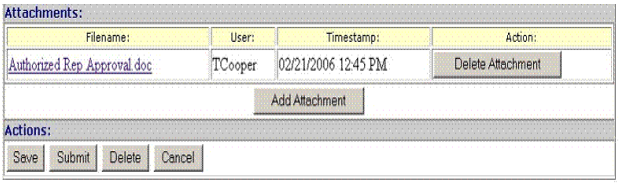
2. When you have completed the document, you must save it to either your desktop computer or a portable storage device such as a CD or thumb drive. Documents should only be saved to the desktop if the actual application will be completed and submitted

from that desktop or workstation computer. If your computer is part of an agency-wide network, the document can also be saved to a network drive to which you or the person who will be submitting the application must have access.

3. It is your responsibility to name each document at the time when you save it to your computer. For ease of locating documents when you are ready to upload them and to facilitate the federal agency's review of your application for completeness, assigning a name to each document that clearly describes the document makes the most sense. Including a "Version number" and the date that the document was last modified or finalized will help you to avoid confusion when selecting the correct document to upload from your electronic files.

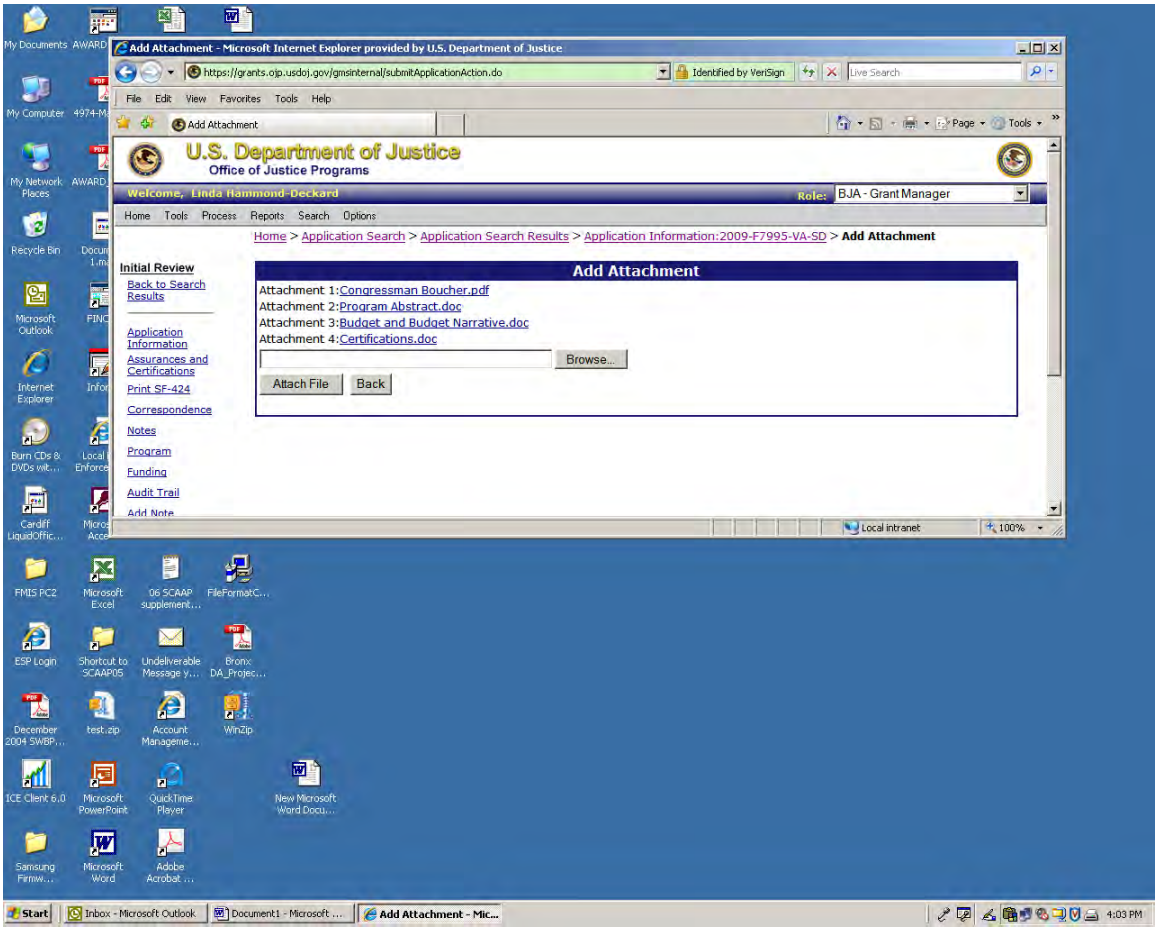
Example: The grant solicitation requires a 1-page Program Abstract. An appropriate name for the document would be "Program_Abstract_version 1" or "Program Abstract_062709," with 062709 representing the date when you last modified and saved the document.

4. Once you have finalized all of the necessary documents that need to be attached to the application and your application is completed, you are ready to upload/attach the documents. Uploading a document is a process similar to attaching a document or picture to an e-mail that you are sending. The below example illustrates the first step in attaching a document to your application.



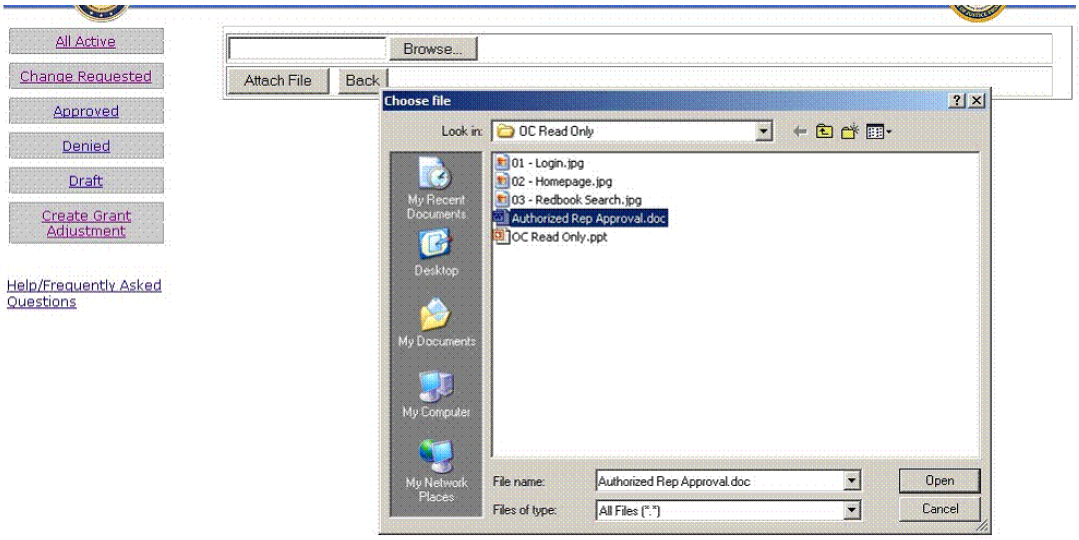
5. By clicking on the

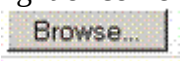
button, the application system will automatically connect to your computer files. Depending on whether you are using Grants.gov or our Grants Management System (GMS) to submit the application, the process may differ slightly, but in both instances you will be given a Browse/Search screen, similar to the example below.



To locate the document you want to upload/attach, click on the

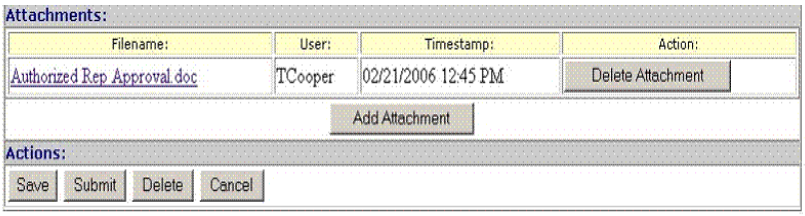
button, which will take you to your computer's internal file list. You will need to locate the document you want to upload and highlight it in the Choose File box list, displayed on your monitor screen.



6. Then click on the button in the bottom right of corner of the box. The file name will then be shown in the window next to the  button (see example below).

7. Finally, click the button to complete the upload process for the first document. Follow these same steps for each subsequent document, until all documents are attached.

8. Once all documents are uploaded to the application system, you should check the Attachments screen to insure that all of the required attachments have been successfully uploaded/attached to the application. In the example shown below, a single file has been uploaded/attached to this application.



But One of the Documents Needs a Signature?!

For required documents that need to be signed and dated, such as a certification form, it will be necessary to print the document, complete and sign the form in a dark ink, and then scan it into a PDF format document. The PDF document will also need to be saved to your computer or network files, after which you can follow the previous instructions for attaching it to the online application.

Should your agency not have equipment that allows you to scan documents and save them to your computer, you might want to check with your local library, school administration office, or a local business, all of which normally have this equipment available.

GRANT WRITING TIPS

Quick Tip: Be sure all items in your budget are allowable and reasonable and that all calculations are correct.

The budget will consist of two components; a budget detail worksheet and a budget narrative. Items to be billed to the grant and the methods used to determine those costs (i.e., cost calculations) are listed in the budget detail worksheet, while brief descriptions supporting those costs are considered the budget narrative. Like the program abstract and narrative, the solicitation will identify items that must be included, if any. As an example, applicants may be asked to set aside funding for travel to BJA-sponsored conferences and/or training related to the grant. Those costs must then be included in the budget submitted with the application. Each budget detail worksheet and budget narrative should include the following eight categories: Personnel, Fringe Benefits, Travel, Equipment, Supplies, Consultants/Contracts, Construction (typically, not an allowable cost), and Other. A sample template is available in MS Word or PDF formats at www.ojp.usdoj.gov/BJA/funding/Budget_Worksheet_Narrative_Template.doc or www.ojp.usdoj.gov/funding/forms/budget_detail.pdf.

Quick Tip: The budget may be submitted in a different format, such as MS Excel, as long as the eight standard budget categories are listed.

Depending on the grant program, additional documents such as a project timeline outlining grant funded activities and expected completion dates, position descriptions of grant funded staff, and/or signed certification forms may also be required.

For assistance with application requirements, contact the applicable BJA staff person identified on the solicitation. Full contact information is listed on the first page of the solicitation under the section titled Contact Information.

Quick Tip: Before submitting the application, ask a colleague to review it for accuracy and check spelling and grammar.

Here is a list of principles for clear grant writing:

- Keep sentences short.
- Draft simple versus complex sentences.
- Use familiar words.
- Use action verbs.
- Write the way that you talk.
- Use words your reader can “picture.”
- Tie into your readers’ experiences.
- Use variety.
- Write to express, not impress.

Quick Tip: Avoid common application mistakes:

- Sloppy writing—ask a strong writer to critique your application.
- Not following directions—ignoring basic minimum requirements.
- Failing to attach required documents—wrong or missing signatures; missing elements of the narrative; inappropriate budget expenditures.
- Waiting until the last minute—online application system errors; unfamiliar with system requirements; problems with collaboration; need additional information from partners.
- Irritating the reviewers—using "filler" material; flowery language; quoting the solicitation.
- Waving red flags —padding the budget; excessive equipment; unjustified travel; high consultant costs; supplanting.

Quick Tip: Include a source for factual citations!

Quick Tip: Ensure the Budget Narrative is clear and understandable:

- Tie the budget to the project strategy and design.
- Justify the need for each expenditure; itemize and provide detail.
  Example: If there is travel in your budget, be sure you discuss travel in your project description!
- Consultant rates—be very clear.
- Travel—itemize carefully.
- Equipment—develop a clear relationship between equipment and the project objectives.

APPENDIX A

BJA State Policy Advisor Contacts

State	State Policy Advisor	Phone	E-mail Address
Alabama	Ania Dobrzanska	(202) 353-2155	Ania.Dobrzanska@usdoj.gov
Alaska	Barry Roberts	(202) 616-1144	Barry.Roberts@usdoj.gov
American Samoa	Barry Roberts	(202) 616-1144	Barry.Roberts@usdoj.gov
Arizona	Kate Winton	(202) 353-2325	Kathryn.Winton@usdoj.gov
Arkansas	Gerardo Velazquez	(202) 353-8645	Gerardo.Velazquez@usdoj.gov
California - North	Kerri Vitalo-Logan	(202) 353-9074	Kerri.Vitalo-Logan@usdoj.gov
California - South	Stefanie Harris	(202) 305-8069	Stefanie.Harris@usdoj.gov
Colorado	Loretta Behm	(202) 616-5878	Loretta.Behm2@usdoj.gov
Connecticut	Melanie Davis	(202) 305-7944	Melanie.Davis@usdoj.gov
Delaware	Gale Farquhar	(202) 514-8528	Gale.Farquhar@usdoj.gov
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Illinois	Carrie Booth	(202) 305-7426	Carrie.Booth@usdoj.gov
Indiana	Carrie Booth	(202) 305-7426	Carrie.Booth@usdoj.gov
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Kansas	Karen Johnson	(202) 616-3251	Karen.Johnson@usdoj.gov
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Louisiana	Tamaro White	(202) 353-3503	Tamaro.White@usdoj.gov
Maine	Tracey Willis	(202) 305-1766	Tracey.Willis@usdoj.gov
Maryland	Gale Farquhar	(202) 514-8528	Gale.Farquhar@usdoj.gov

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New York	**Dean Iwasaki**	**(202) 514-5278**	**Dean.Iwasaki@usdoj.gov**
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North Dakota	**LaShawn Benton**	**(202) 514-5057**	**LaShawn.Benton@usdoj.gov**
Ohio	**Judy Poston**	**(202) 616-1283**	**Judy.Poston@usdoj.gov**
Oklahoma	**Gerardo Velazquez**	**(202) 353-8645**	**Gerardo.Velazquez@usdoj.gov**
Oregon	**Jeffrey Felten-Green**	**(202) 514-8874**	**Jeffrey.Felten-Green@usdoj.gov**
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Texas	**Esmeralda Womack**	**(202) 353-3450**	**Esmeralda.Womack@usdoj.gov**
Utah	**Kate Winton**	**(202) 353-2325**	**Kathryn.Winton@usdoj.gov**
Vermont	**Flora Lawson**	**(202) 305-9216**	**Flora.D.Lawson@usdoj.gov**

Virgin Islands	**Gerardo Velazquez**	**(202) 353-8645**	**Gerardo.Velazquez@usdoj.gov**
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West Virginia	**Tahitia Barringer**	**(202) 616-3294**	**Tahitia.Barringer@usdoj.gov**
Wisconsin	**Cynthia Simons**	**(202) 305-1020**	**Cynthia.Simons@usdoj.gov**
Wyoming	**Kathy Mason**	**(202) 514-8692**	**Kathy.Mason@usdoj.gov**

APPENDIX B

Sample Budget

SAMPLE Budget Worksheet

A. Personnel

Name	Computation	Cost
1. New hire / sworn police officer,	**24 months@ 3,940.00 mo.@ 100%**	**$94,560.00**
2. New hire / sworn police officer,	**24 months@ 3,940.00 mo.@ 100%**	**$94,560.00**
	Total	**$189,120.00**

B. Fringe Benefits

Name	Computation (Rate)	Cost
1. New hire / sworn police officer,	**54.89% salaried benefits X 24 mo.**	**$51,904.00**
2. New hire / sworn police officer,	**54.89% salaried benefits X 24 mo.**	**$51,904.00**
	Total	**$103,808.00**

54.89% salaried benefits
(SOC/FICA 1.45%, Worker's Comp. 7.14%, Health Ins. 28.80%, Ret. 17.50%)

C. Travel

Purpose	Location	Computation	Cost
1. D.O.J. sponsored grant meeting,	**Washington D.C.,**	**2 sworn staff**	**$2,532.00**
(2 X Airfare $1,300.00, 2 X Lodging $800.00, 2 X Subsistence $432.00- 3 days)			
2. D.O.J. sponsored grant meeting,	**Regional (Congressional Dst. 01.CA),**	**2 sworn staff**	**$1,632.00**
(2 X Airfare $400.00, 2 X Lodging $800.00, 2 X Subsistence $432.00- 3 days)			
3. Investigative Trainings,	**To be determined,**	**3 staff X 2 80 hr. courses**	**$12,936.00**
(Lodging per above courses est. $1,400.00 per staff per course = $8,400.00- 10 days)			
(Subsistence per staff per course est. $756.00 = $4,536.00)			
4. Supervisory Inv. Training,	**To be determined,**	**1 staff @ 80 hr. course**	**$2,156.00**
(Lodging est. $1,400.00, Subsistence est. $756.00- 5 days)			
		Total	**$19,256.00**

D. Equipment

Item	Computation	Cost
1. Unmarked Police Vehicle, 1 unmarked PD vehicle For Detectives		**$10,000.00**
2. FLIR FlashSight, 1 device for Detectives to use on surveillance ops.		**$10,000.00**
	Total	**$20,000.00**

E. Supplies

Supply Item	Computation	Cost
1. GPS Covert Data Logger, 2 devices est. $300.00 each		**$600.00**
2. GPS Covert Live Tracker, 1 device, 1 Case, activation & 2yr sub.		**$950.00**
3. HD IFlip Video Camera, 3 compact video cameras		**$725.00**
4. Plain Clothes Duty Weapon Holster, 3 holsters		**$120.00**
5. Plain Clothes Magazine / Cuff Case, 3 sets		**$150.00**
6. One Field Evidence Processing / Collection Kit, Complete kit **(Paper Evidence Bags, 100 printed, 7" x 4" x 13 ½", $21.00)** **(Paper Evidence Bags, 100 printed, 8" x 5 ¼" x 15 ½", $22.00)** **(Paper Evidence Bags, 100 printed, 12" x 7" x 17", $24.00)** **(3 Gun Shot Residue (GSR) Kits, $29.00)** **(Bluestar Forensic Mini Kit, (Blood Detection), $18.00)** **(Cap-Shure DNA Collection Swabs, 50 Swabs, $33.00)** **(2 Standard Magnetic Fingerprint Powder Applicators, $39.00)** **(Black Magnetic Latent Fingerprint Powder, 16oz, $41.00)** **(Palmprint Residue Lifters, 24 Lifters, $44.00)** **(Footprint Residue Lifters, 12 Lifters, $24.00)** **(3 EZ-ID Ceramic Fingerprint Pads, $22.00)** **(CyanoWand Fuming Fingerprint Kit, $153.00)** **(Vinyl Photo Documentation Ruler, White, $6.00)** **(3 ABFO No. 2 Photomacrographic Scales, White, $12.00)** **(3 Plastic Medium "L" Reference Scales, 7", White, $26.00)** **(Scene Measuring Reel Tape, Inch & Metric, 300ft, $57.00)** **(4 Pair UltraGrip Boot Covers, Universal Size, $19.00)** **(2 Long Wave UV Mini Lamps, $80.00)** **(Ninhydrin Aerosol Spray, 16oz, $19.00)** **(Portable Fingerprint Fuming Chamber Kit, $165.00)** **(3 EZ-Lifter Fingerprint Card Kits, $60.00)** **(2 Hinge Lifter Fingerprint Card Kits, $38.00)** **(2 Rubber/Gel Footprint Lifters, $44.00)** **(4 Gloss White Fingerprint Sketch Card Pads, $52.00)**		**$1,955.00**

(Portable Latent Print Organizer Kit, $275.00)
(Crime Scene Evidence Photo Numbers, 1-15, $32.00)
(Crime Scene Evidence Photo Numbers, 16-50, $65.00)
(Crime Scene Evidence Photo Numbers, 51-99, $92.00)
(Canon SD990 Digital Camera, $350.00)
(SDHC Card for aforementioned camera, $50.00)

7. New hire / sworn police officer duty gear, 1 officers gear $4,499.00
(Rockriver .223 AR-15 $1,000.00)
(Remington 870 Express Beanbag Shotgun, $300.00)
(Glock Model 22 40 caliper, $400.00)
(Ballistic Vest Level II, $600.00)
(Kenwood Portable Patrol Radio, $700.00)
(X26 Taser with holster, $834.00)
(Patrol Flashlight, $130.00)
(Expandable Baton, $100.00)
(Handcuffs X 2, $60.00)
(O.C. Spray, $25.00)
(Leather Duty Gear, belt, holster, cuff cases, etc., $350.00)

8. New hire / sworn police officer duty gear, 1 officers gear $4,499.00
(Rockriver .223 AR-15 $1,000.00)
(Remington 870 Express Beanbag Shotgun, $300.00)
(Glock Model 22 40 caliper, $400.00)
(Ballistic Vest Level II, $600.00)
(Kenwood Portable Patrol Radio, $700.00)
(X26 Taser with holster, $834.00)
(Patrol Flashlight, $130.00)
(Expandable Baton, $100.00)
(Handcuffs X 2, $60.00)
(O.C. Spray, $25.00)
(Leather Duty Gear, belt, holster, cuff cases, etc., $350.00)

9. New hire / sworn police officer uniforms, initial sets $775.00
(2 Long-sleeved Uniform Shirts w/ Tailoring & Patches, $150.00)
(2 Short-sleeved Uniform Shirts w/ Tailoring & Patches, $130.00)
(2 Pair of Uniform Pants w/ Hemming, $130.00)
(1 Long-Sleeved Class C Uniform Shirt w/ Tailoring & Patches, $65.00)
(1 Pair of Class C Uniform Pants w/ Hemming, $50.00)
(1 Duty Jacket, $250.00)

10. New hire / sworn police officer uniforms, initial sets $775.00
(2 Long-sleeved Uniform Shirts w/ Tailoring & Patches, $150.00)
(2 Short-sleeved Uniform Shirts w/ Tailoring & Patches, $130.00)
(2 Pair of Uniform Pants w/ Hemming, $130.00)
(1 Long-Sleeved Class C Uniform Shirt w/ Tailoring & Patches, $65.00)
(1 Pair of Class C Uniform Pants w/ Hemming, $50.00)
(1 Duty Jacket, $250.00)

Total	**$15,048.00**

F. Construction

Description	Computation	Cost
NONE		**$0.00**

G. Consultants/Contracts

Consultant Fees

Name	Service	Computation	Cost
NONE			**$0.00**

Contracts

Item	Cost
NONE	**$0.00**

H. Other

Description	Computation	Cost
1. Investigative Trainings, To be determined, 3 staff X 2 80 hr. courses (Tuition per 80 hr. course est. $300.00 @ 3 staff @ 2 courses = $1,800.00)		**$1,800.00**
2. Supervisory Inv. Training, To be determined, 1 staff @ 80 hr. course (Tuition est. $300.00)		**$300.00**
	Total	**$2,100.00**

Total Direct Costs $349,332.00

I. Indirect Costs

NONE	**$0.00**

SAMPLE Budget Summary Page

A. Personnel/Salary Costs	**$189,120.00**
B. Fringe Benefits	**$103,808.00**
C. Travel	**$19,256.00**
D. Equipment	**$20,000.00**
E. Supplies	**$15,048.00**
F. Construction	**Unallowable**
G. Consultants/Contracts	**$0.00**
H. Other	**$2,100.00**
I. Indirect Costs	**$0.00**
TOTAL PROJECT COSTS	**$349,332.00**
Federal Request	**$349,332.00**
Applicant Funds, if any, to be applied to this project	**$0.00**

SAMPLE Budget Narrative

A. Personnel: As the XXX Police Department is in a rural area and has inadequate personnel to implant / create an Investigations Unit to improve and enhance rural area law enforcement investigative capabilities and investigation we will need to **hire two** additional **sworn police officers**. The monetary amount listed in the budget for this program is the salaried rate for a starting sworn police officer at the XXX Police Department. These personnel are required to successfully implement this grant program.

B. **Fringe Benefits:** Are for the **two new hire / sworn police officers**. Each new officer's benefits are calculated at **54.89% salaried benefits for 24 months**, the length of the grant funding. 54.89% was determined by: SOC/FICA 1.45%, Worker's Comp. 7.14%, Health Insurance 28.80% and Retirement 17.50%.

C. Travel: The following trainings and meetings are a part of this grant program and essential to its success.

Two sworn staff to attend the **Department of Justice sponsored grant meeting** to be held in **Washington D.C.** (Estimated costs are documented in the budget portion of this grant).

Two sworn staff to attend the **Department of Justice sponsored grant meeting** to be held in **Congressional District 01.CA**. (Estimated costs are documented in the budget portion of this grant).

Two newly assigned Detectives / Investigators, plus our current Detective / Investigator will provide us with three Detectives / Investigators forming the Investigations Unit. Training is essential to the success of this unit and program. These three Detectives / Investigators will each be sent to two 80 hour California Police Officers and Standards Training (P.O.S.T.) **investigative courses** during the course of this grant / program. Specific investigative courses to be determined based on the selection of the Detectives / Investigators and training they have already received and or specialized training determined needed for the success of this program. (Estimated costs are documented in the budget portion of this grant).

The Sergeant assigned as the Investigations Unit Supervisor will attend an 80 hour California Police Officers and Standards Training (P.O.S.T.) **investigative supervisory course**. Course to be determined based on the training the assigned supervisor has already received. (Estimated costs are documented in the budget portion of this grant).

D. Equipment: The following equipment is essential for the Detectives / Investigators to successfully accomplish the goals and objectives of this grant / program.

The XXX Police Department is located in the rural community of XXX in XXX County in northern California. Due to this the criminals the officers encounter, conduct investigations on and arrest are familiar with the sworn officers and the department vehicles. In order for the Detectives / Investigators in the Investigations Unit to successfully conduct proactive investigations they will need an unmarked police vehicle. With funds received from this grant the XXX Police Department will purchase an **unmarked police vehicle** for the Investigations Unit to allow the goals and objectives of this grant / program to be accomplished. (Estimated cost is documented in the budget portion of this grant).

The XXX Police Department Investigations Unit will be very limited in their surveillance capability based on the rural wooded environment the city is located in. In past and current attempts to conduct surveillance operations on criminal suspects during day and night hours XXX Police Department officers have been unsuccessful during the majority of these operations due to our rural environment and the size of the community. Additionally during night hours on crimes in progress calls officers have been unsuccessful in locating and apprehending the suspect(s) during the majority of the time. This is due to the lack of technology and resources available to the XXX Police Department officers. With funds received from this grant the XXX Police Department will purchase a **FLIR FlashSight** (a handheld thermal imaging device made specifically for law enforcement) device to allow the goals and objectives of this grant / program to be accomplished. (Cost determined by phone quote from FLIR and is documented in the budget portion of this grant).

E. Supplies: The following supplies are essential for the Detectives / Investigators to successfully accomplish the goals and objectives of this grant / program.

As previously stated the City of XXX is a rural wooded area in XXX County in northern California which is very well known for illegal Marijuana growing operations. The suspect(s) who engage in these activities often travel to and from the illegal Marijuana growing operations. In order to locate, investigate and successfully prosecute these suspect(s) Detectives / Investigators need to be able to locate the illegal Marijuana growing operations. A safe way to do this is with technology that the department does not yet possess. That technology is covert GPS tracking devices that can be attached to suspect'(s) vehicles. Covert GPS tracking devices can be utilized using data loggers and live tracking devices. Detectives / Investigators need these devices to conduct other narcotics related investigations, to use with bait property operations and to track other suspect(s) engaged in criminal activity, identifying locations they frequent and their associates. With funds received from this grant the XXX Police Department will purchase **two covert GPS data loggers, one live track covert GPS device with magnetic case, activation and two year tracking subscription**. These devices will allow the goals and objectives of this grant / program to be accomplished. (Costs determined from listed prices on the company's website and are documented in the budget portion of this grant).

The XXX Police Department Detectives / Investigators in the Investigations Unit will be responsible for conducting field interviews and documenting audio / video evidence during their investigations. An essential tool is a high definition compact portable video recorder that can be carried easily and utilized in the field. The video recorder also needs to have the capability to download audio / video recordings directly onto the computer. With funds received from this grant the XXX Police Department will purchase **three HD IFlip portable audio / video recorders**, one for each Detective / Investigator in the unit. These devices will allow the goals and objectives of this grant / program to be accomplished. (Costs determined from listed prices on the company's website and are documented in the budget portion of this grant).

The XXX Police Department Detectives / Investigators in the Investigations Unit will require three holsters for their department issued Glock Model 22 40 Caliper pistols. This will allow one holster for each Detective / Investigator to use, while in plain clothes. With funds received from this grant the XXX Police Department will purchase the aforementioned, **three holsters**. These holsters will allow plain clothes Detectives / Investigators to carry their firearms, making them safe while accomplishing the goals and objectives of this grant / program. (Costs determined from listed prices on the company's website and are documented in the budget portion of this grant).

The XXX Police Department Detectives / Investigators in the Investigations Unit will require three magazine / handcuff cases. This will allow one set for each Detective / Investigator to use, while in plain clothes, making their police gear accessible. With funds received from this grant the XXX Police Department will purchase the aforementioned, **three magazine and handcuff cases**. These holsters will allow plain clothes Detectives / Investigators to have their police gear accessible while accomplishing the goals and objectives of this grant / program. (Costs determined from listed prices on the company's website and are documented in the budget portion of this grant).

The XXX Police Department Investigations Unit will need the ability, equipment and supplies to process and collect evidence from crime scenes in order to conduct adequate investigations. With funds received from this grant the XXX Police Department will purchase **one fully equipped field evidence processing / collection kit**. Items included in this kit shall be as follows.

- **Paper Evidence Bags, 100 printed, 7" x 4" x 13 ½"**
- **Paper Evidence Bags, 100 printed, 8" x 5 ¼" x 15 ½"**
- **Paper Evidence Bags, 100 printed, 12" x 7" x 17"**
- **3 Gun Shot Residue (GSR) Kits**
- **Bluestar Forensic Mini Kit, (Blood Detection)**
- **Cap-Shure DNA Collection Swabs, 50 Swabs**
- **2 Standard Magnetic Fingerprint Powder Applicators**
- **Black Magnetic Latent Fingerprint Powder, 16oz**
- **Palmprint Residue Lifters, 24 Lifters**
- **Footprint Residue Lifters, 12 Lifters**
- **3 EZ-ID Ceramic Fingerprint Pads**

- **CyanoWand Fuming Fingerprint Kit**
- **Vinyl Photo Documentation Ruler**
- **3 ABFO No. 2 Photomacrographic Scales**
- **3 Plastic Medium "L" Reference Scales, 7"**
- **Scene Measuring Reel Tape, Inch & Metric, 300ft**
- **4 Pair UltraGrip Boot Covers, Universal Size**
- **2 Long Wave UV Mini Lamps**
- **Ninhydrin Aerosol Spray, 16oz**
- **Portable Fingerprint Fuming Chamber Kit**
- **3 EZ-Lifter Fingerprint Card Kits**
- **2 Hinge Lifter Fingerprint Card Kits**
- **2 Rubber/Gel Footprint Lifters**
- **4 Gloss White Fingerprint Sketch Card Pads**
- **Portable Latent Print Organizer Kit**
- **Crime Scene Evidence Photo Numbers, 1-15**
- **Crime Scene Evidence Photo Numbers, 16-50**
- **Crime Scene Evidence Photo Numbers, 51-99**
- **Canon SD990 Digital Camera**
- **SDHC Card for aforementioned camera**

This kit will allow the goals and objectives of this grant / program to be accomplished. (Cost and supplies determined by speaking with XXX Police Department staff member trained in field evidence processing / collection).

As a part of this grant / program, funds will allow the XXX Police Department to hire two sworn police officers. These two new sworn police officers will require the essential duty gear officers of the XXX Police Department are assigned in order to safely and effectively fulfill their duties as a police officer. With funds received from this grant the XXX Police Department will purchase **two of the following items**, one for each new sworn police officer.

- **Rockriver .223 AR-15**
- **Remington 870 Express Beanbag Shotgun**
- **Glock Model 22 40 caliper**
- **Ballistic Vest Level II**
- **Kenwood Portable Patrol Radio**
- **X26 Taser with holster**
- **Patrol Flashlight**
- **Expandable Baton**
- **Handcuffs X 2**
- **O.C. Spray**
- **Leather Duty Gear, belt, holster, cuff cases, etc.**

This gear will assist in the XXX Police Department in accomplishing the goals and objectives of this grant / program. (Costs are documented in the budget portion of this grant).

As a part of this grant / program, funds will allow the XXX Police Department to hire two sworn police officers. These two new sworn police officers will require uniforms that officers of the XXX Police Department are assigned in order to effectively fulfill their duties as a police officer. With funds received from this grant the XXX Police Department will purchase **two initial sets of XXX Police Department uniforms**, one set for each new sworn police officer.

- **2 Long-sleeved Uniform Shirts w/ Tailoring & Patches**
- **2 Short-sleeved Uniform Shirts w/ Tailoring & Patches**
- **2 Pair of Uniform Pants w/ Hemming**
- **1 Long-Sleeved Class C Uniform Shirt w/ Tailoring & Patches**
- **1 Pair of Class C Uniform Pants w/ Hemming**
- **1 Duty Jacket**

The uniforms will assist the XXX Police Department in accomplishing the goals and objectives of this grant / program. (Costs for the uniforms determined by XXX Police Department staff members personal knowledge and they are documented in the budget portion of this grant).

F. Construction: This section is non applicable.

G. Consultants/Contracts: This section is non applicable.

H. Other: The Tuition Fees are for the trainings detailed under the "Travel" portion of this grant proposal and they are an essential part to its success. (Estimated costs are documented in the budget portion of this grant).

I. Indirect Costs: This section is non applicable.

APPENDIX C

SAMPLE Application Checklist

- ❑ **Program Abstract** (Attachment 1)
  - Format
    - Limited to one page, 12 point font (Times Roman preferred)
    - One inch margins around the page
    - May be single or double spaced (up to the applicant)
  - Top of the page to include
    - Applicant's name
    - Title of the project
    - Category for the application
    - Total cost of the project and Federal requested dollar amount
  - Must include:
    - Goals of the project
    - Description of the strategies to be used
    - List of major deliverables (numbered 1, 2, 3, etc.)
- ❑ **Program Narrative** (Attachment 2)
  - Format
    - 10 page limit with pages numbered "1 of 10," "2 of 10," etc.
    - Double spaced with 12 point font (Times Roman preferred)
    - One inch margins around the page
  - Must respond to the solicitation requested information
  - Must be in the order provided in "Selection Criteria"
    - Statement of problem
    - Program design and implementation
    - Capabilities/competencies
    - Impact/outcomes, Evaluation, and Sustainment
- ❑ **Budget** (Attachment 3 – no page limit)
  - Budget worksheet
  - Detailed budget narrative
  - Submit as one file
  - May be in a different format than available on OJP's website, but must adhere to the acceptable file formats listed on page 8 of this solicitation
- ❑ **Project timeline and position descriptions** (Attachment 4)
  - Must include:
    - Timeline for each project goal, related objective, and activity
    - Expected completion date for each item listed
    - Person/organization responsible for the items listed
  - Position descriptions for key personnel of the project
  - No specifications on format, page length, or style for this document
  - Should be submitted as one file
- ❑ **Letter of Assurances (For Category I only)** *(refer to page 9 of the solicitation)*
  - Letter addressed to the BJA Director
  - Signed by the Chief Executive Officer of applying agency
  - Must verify:
    - State of applicant has legislation regarding criminal laws for "intellectual property enforcement"
    - Applicant's resource needs to enforce criminal violations of intellectual property crimes
    - Plan to coordinate this funding with other federal funds available to the applicant

Complete all items in checklist before submitting application to OJP GMS

APPENDIX D

SAMPLE Program Narrative Checklist

Does my Program Narrative:	Yes	No	
Clearly identify the issue/problem to be addressed?			The problem is:
Include Goals and Objectives?			List the Goals/Objectives:
Include a strategy for implementing the project?			
Include a list of staff who will work on the project and their capabilities, competencies and prior experience? (Résumé's can be included, but take up valuable space; only brief summaries are needed.)			
Clearly describes the anticipated measurable impact of the project?			The anticipated impact is:
Description of how the project activities are tied to the funding program's goals and objectives?			
Include a plan for measuring the success of the project?			
Include a plan for sustaining the project after federal funding ends?			Where will project sustainment funds be obtained?

APPENDIX E

Project Narrative Component Examples

Statement of the Problem

Statement of the Problem - High Score (10 points out of 10)

The XXX Police Department: "Safe Street Team Evaluation and Operation Ceasefire Re-Invigoration and Expansion Project"

Between 1999 and 2006, the City of XXXX experienced an unexpected increase in serious gun violence. During this period, gun homicides increased by 189% (from 19 victims to 55 victims) and gun assault incidents increased by 145% (from 154 incidents to 377 incidents). Since Commissioner XXXX was appointed in late 2006, gun homicides have decreased by 11% (49 victims in 2008) and gun assaults have decreased by 14% (323 incidents in 2008). While formal evaluations have not been completed, these decreases can be associated with the implementation of two evidence-based approaches to crime prevention: a hot spots policing program known as the "XXXX" initiative and the nascent reemergence of the well-known XXXX gang violence strategy. Unfortunately, despite these promising prevention gains, serious gun violence remains much higher than the late-1990s and, as of the end of May 2009, gun assault incidents were up 35% when compared to the same period in 2008.

Recent problem analyses have revealed that serious gun violence is highly concentrated in a small number of high-risk places and amongst a few high-risk people in XXXX.[2] In 2006, roughly 60% of gun homicides and gun assault incidents were concentrated in less than 5% of XXXX land mass. Moreover, roughly 1% of city youth between the ages of 15 and 24 participated in street gangs (roughly 1,400 youth in 60 highly active street gangs) that generated 50% of total homicides and were involved as victims and/or offenders in about 70% of gun assault incidents. The violence generated by gang youth creates a very dangerous environment for other XXXX youth. The 2006 XXXX Youth Survey found that 81% of youth reported that gang activities in their school or neighborhood were somewhat (32%) or very (49%) serious/dangerous (up from 78% in 2004).[3] Roughly 65% of respondents reported witnessing one or more acts of violence in the past year and 28% reported being assaulted in the past year. The number of guns on the street continues to be a major problem for the City. In the 2006 XXXX Youth Survey, 41% of youth reported that it would be "very or fairly easy" to get a gun.

The XXXX Police Department proposes a 24-month "smart policing" research and development project that will enhance our response to XXXX 's continuing gun violence problem and understand what works in dealing with gun violence in XXXX. As will be described further below, we will be engaging Dr. XXXX of Harvard University to assist us in completing a fresh strategic problem analysis of gun violence, adjust and expand our current evidence-based gun violence responses, and evaluate the impacts of these strategies on gun violence in XXXX. In

[2] Unless otherwise noted, the statistics in this section are taken from: Braga, Anthony A., David Hureau, and Christopher Winship. 2008. "Losing Faith? Police, Black Churches, and the Resurgence of Youth Violence in XXXX." *Ohio State Journal of Criminal Law*, 6 (1): 141 – 172

[3] Harvard Youth Violence Prevention Center (2006). *2006* XXXX *Youth Survey Highlights*. Cambridge, MA: Harvard School of Public Health.

particular, the XXXX Police Department would like to sharpen and expand upon promising XXXX prevention work through in-depth analysis of local problems in gun violence hot spots. We also seek to expand our more traditional Ceasefire operations by considering the violence prevention lessons learned from the High Point, North Carolina experience in shutting down an overt, open-air drug market [4] and the prisoner reentry approaches used in the Chicago Project Safe Neighborhoods intervention in reducing gun violence by prison inmates returning to high-risk neighborhoods.[5]

Review Assessment:

- The applicant describes how the project addresses:
  - a demonstrated gap in areas within the justice system or in the knowledge base of the justice system practitioners; the need for which there currently are no resources, or resources are limited or insufficient.
- Applicant includes any relevant background and any other information that is pertinent to understanding the identified problem, such as any specific increase in crime the proposal is intended to address or prevent.
- The applicant has ensured that any previewer of the proposal, regardless of background, will be well-informed as to the problem and need the federal funding request.

Statement of the Problem – Low Score (3 points out of 10)

Major challenges exist in the justice environment caused by a lack of national consensus standards and the services required to address the knowledge that gaps exist. For example, according to the Global Advisory Committee:

- At the present time, criminal background checks are often not effective or inclusive. System components have no institutionalized operating methods or electronic standards for sharing information;
- The public demands greater access to justice information that is considered confidential in some settings (e.g., state criminal history records in many state repositories and in the Federal Bureau of Investigation), while viewed as public record in others (e.g., criminal history record information in the courts). Increasingly, the public also demands that this access be automated and online;
- In the courtroom and beyond, the adjudication and disposition of criminal cases needs to be expedited, improved, and made more efficient. Scheduling proceedings, filing, and sharing documents must be automated to afford prosecutors, public defenders, courts, pretrial services, and probation and parole departments prompt access to complete information regarding a case. Post disposition information regarding an offender's status and compliance with court-ordered conditions should be included. Strategically automating these activities will avoid the need for multiple clerks in multiple agencies to input the same data and will save time and energy in technology procurement processes;
- Annually, tens of thousands of individuals on probation or parole move from one state to another. Tracking and managing this population requires the development of a

[4] Kennedy, David (2008). "Drugs, Race, and Common Ground: Reflections on the High Point Intervention." *National Institute of Justice Journal*, 262: 12 – 17.
[5] Papachristos, Andrew, Tracey Meares, and Jeffrey Fagan (2007). "Attention Felons: Evaluating Project Safe Neighborhoods in Chicago." *Journal of Empirical Legal Studies*, 4: 223 – 272.

national clearinghouse of probationers and parolees, as well as a telecommunications capability, so that criminal justice officials have easy access to the most basic information regarding the whereabouts of subjects under supervision.[6]

A grant award to XXXX will fund services that produce outcomes on a national bases that will help address the knowledge of gaps, coordinate existing activities, and foster collaboration across justice and public safety disciplines, at all levels of government.

Review Assessment: "All of the examples given for challenges in the justice environment were taken from GAC. I would have liked to see this applicant discuss challenges more broadly or draw from additional resources. There was no mention of any outcomes that will be achieved. The applicant simply restated the language in the solicitation. There was no specific mention of the need to coordinate—the applicant simply included a statement that this initiative would fund such outcomes."
--Peer Reviewer Comment

- The applicant does not adequately describe how the project addresses:
  - a demonstrated gap in areas within the justice system or in the knowledge base of the justice system practitioners; the need for which there currently are no resources, or resources are limited or insufficient.
- Applicant does not adequately include any relevant background and any other information that is pertinent to understanding the identified problem, such as any specific increase in crime the proposal is intended to address or prevent.
- The applicant has not adequately ensured that any previewer of the proposal, regardless of background, will be well-informed as to the problem and need the federal funding request.

Project / Program Design and Implementation

Project/Program Design and Implementation – High Score (8 points out of 10)

XXXX has designed a team approach to the execution of this initiative, joining with SEARCH to bring a new and powerful partnership to the forefront. Inherent in the missions of both organizations is the commitment to advance information sharing standards, such as NIEM, in justice, public safety, and homeland security communities of interest. Thus, the synergy of this partnership: strategically combining the expertise of industry with the expertise of the criminal justice practitioner community to assist state/local/tribal organizations in achieving their information sharing goals. This partnership is founded upon a strong history of each firm as BJA training and TA service providers; each possessing a successful track record of partnership in providing these services to multiple criminal justice, public safety, and homeland security agencies. For this program, XXXX will share training, TA and Help Desk delivery responsibilities as an integrated team, offering the best of both firms to each service event.

[6] GAC Strategic Plan. Guiding Principles and Strategic Vision of the Global Justice Information Sharing Initiative. Retrieved on June 11, 2009 from http://www.it.ojp.gov/documents/200409_GAC_Strategic_Plan.pdf

The primary objective of this project is to deliver a widely-accessible and authoritative resource for information, education, issue resolution, and customized assistance to government agencies fundamental in the successful adoption and use of NIEM and other related national initiatives. The project is specifically tailored to make the most of current national assets and investments in offering essential and much-needed training, TA, and help desk services; the resulting comprehensive family of standardized and customized services will provide a cohesive approach to fulfilling the activities required by this program.

These activities will be accomplished by the XXXX / SEARCH team via execution of three operational components: (1) **training services** that extend the delivery of existing NIEM courses using both instructor-led and distance methods, including revision of the curricula to support future NIEM releases; (2) **technology-focused TAs** that will offer onsite engagements where technology experts from industry and practitioner constituencies will provide client-tailored solutions to help secure local adoption, and implementation of national information sharing goals and programs; and, (3) operation of the **National Information Sharing Standards (NISS) Help Desk and Knowledge Center**, which makes the growing stock of NIEM and other information sharing-related knowledge, best practices, and implementation lessons available to practitioners with both self-service and on-demand options.

Each of these operational components features the collaborative involvement of a variety of technology and NIEM experts drawn from partners in the public, private, and academic sectors. To deliver technical consulting, instruction, technology analysis, and reference material development, XXXX will use competitively-selected resources from industry member firms, and SEARCH will provide practitioners from their membership. The team will also engage other BJA Justice Training and Technical Assistance Committee (JTTAC) organizations, with which both XXXX and SEARCH have existing relationships, as needed.

Client-tailored training and technical assistance is the cornerstone of widespread standards adoption and use in state/local/tribal agencies. Each training, TA, and help desk interaction builds upon the others—new knowledge, best practices, and resources are integrated and reused, helping the program remain on the leading edge in providing critical services to users at all experience levels. The components of the NIEM family of services are explained in detail below.

Training Services— The training services component will include efforts to build upon the existing, mature, and effective NIEM training model in which XXXX and SEARCH have played leadership roles since inception. This model includes in-person classroom events, support of online distance training, development and implementation of new and revised classroom curricula, and facilitation of stakeholder feedback mechanisms to build and strengthen training delivery and course content. Providing instruction for these training events

is a seasoned set of instructors, skilled in NIEM concepts, many of whom are leaders in the NIEM community.

The project will provide regular in-person **classroom events** on NIEM implementation on a monthly basis for 12 months. Each training event will be treated as a separate project, with its own planning and control measures to ensure high-quality events delivered on time and within budget. XXXX and SEARCH will share delivery of these events, with each managing 6 events and utilizing qualified NIEM instructors. For trainees who are unable to attend the classroom events, **online distance training** will continue to be available as an alternative to overcome location, travel, or budget constraints. All NIEM students will also receive an introduction to help desk services and TA programs, which helps to connect the NIEM family of services and assists in ensuring proper use of NIEM and the greater potential for reuse.

To keep **NIEM classroom training curriculum and materials** current and relevant to the user community and aligned with new NIEM releases, instructor and student feedback will be gathered and analyzed following each classroom session, and in consultation with BJA, will be used to enhance course content and delivery value. No plans to upgrade the online course content has been included as part of this program.

Technical Assistance (TA)—TA services will augment training and help desk offerings by providing 10 on-site, tailored consultation engagements, ultimately resulting in a more efficient and effective application of NIEM concepts and practices as agencies implement information sharing capabilities. XXXX and SEARCH TA teams will provide on-site assistance to jurisdictions on all manner of issues related to NIEM and information sharing initiatives, sharing in the management of engagements and bringing industry and practitioner expertise to: establish governance structures, define business requirements, implement standards, develop key policies, and build understanding of technology. Once a request is received, analyzed, and vetted, a TA team will be assigned to handle all aspects of the engagement. TA engagements will address technological, organizational, and functional issues inherent in planning and implementing multi-agency/multi-jurisdictional projects for a mix of justice, public safety, and homeland security agencies.

The TA program will be closely managed by XXXX and will use industry and practitioner experts for delivery; XXXX and SEARCH staff will oversee delivery of TA engagements. The partners will review requests from state/local/tribal agencies, in consultation with BJA, to select engagements that best align with BJA's mission. Following qualification, XXXX and SEARCH representatives will meet with the client to explore the request and proposed assistance in greater depth. A delivery team will be assembled with the necessary skills and expertise to meet the needs of the client; team members will be drawn from the staffs of the two organizations, their memberships, and other BJA partners.

NISS Help Desk & Knowledge Center—The **NISS Help Desk and Knowledge Center** component will complement the training services by providing an online knowledge center of reference materials and a question-and-answer capability that will provide both public and private sector constituencies at all levels of expertise with access to the appropriate level of NIEM information. The knowledge center includes the Information Exchange Package Documentation (IEPD) Clearinghouse, which contains reusable, NIEM-conformant artifacts that provide the foundation for information exchanges. These components will promote the

adoption, use, and reuse of NIEM and other critical national programs such as Justice Reference Architecture (JRA) and Global Federated Identity Management (GFIPM). The NISS Help Desk will maintain a 24/7 accessible online knowledgebase and provide in-person support via telephone Monday-Friday, 9AM-8PM(EST). Help Desk services will span 12 months under this grant. XXXX and SEARCH will join industry and practitioner expertise to jointly create new content for the knowledge center and revise existing content as necessary.

XXXX will manage the NISS Help Desk with personnel experienced in providing timely, customer-focused services. XXXX will engage SEARCH and other expert organizations, such as National Center for State Courts and Georgia Tech Research Institute, to provide multi-tiered support, enabling complete responsiveness to submitted inquiries.

Review Assessment:

- The applicant describes how and why the proposed strategy is innovative, and how the innovative strategy addresses the problems, gaps, or limited resources identified in the Statement of the Problem.
- In detail, the applicant describes:
  1) how the proposed innovative project may contribute to evidence-based strategies or promising practices;
  2) how the value or lessons learned from the project upon completion will be communicated and disseminated;
  3) how project outcomes could be replicated nationwide; and
  4) how the project will develop practical tools and materials for the field.
- Applicant identifies the recipients and beneficiaries of the work.
- Applicant describes how the project will ensure collaboration between public officials, subject matter experts, stakeholders and industry partners.

Project/Program Design and Implementation – Low Score (4 points out of 10)

The overall goal of the project is to reduce violent crime. Our project seeks to accomplish this goal by: (1) targeting repeat offenders, in both punitive and rehabilitative means; and (2) targeting violent geographic hot spots where chronic problems persist. Our two measurable objectives are:

Objective 1: To reduce the number of violent crimes committed by repeat offenders by 20% from 1,041 in the base year to less than 833 annually.

Objective 2: To reduce the number of crimes occurring in the hot spot target areas by 20% from 443 in the base year to less than 359 annually.

The project will be designed to achieve these two objectives by implementing the following components:

1. **Focus on the Individual.** The continuous identification of the top violent offenders is necessary for focusing enforcement efforts on individuals. Based on an existing, quantifiable system for measuring the seriousness of previous criminal activity, a point system has been established to rank offenders in terms of the likelihood of committing an additional violent offense. By applying this algorithm to a establish a "Threat Level" for each violent offender that appears in our Records Management System, the

top 100 Violent Offenders can be identified at any given point in time. The process of identification must be continuous since some offenders will serve extended prison time and will not need to be monitored for several years, while at the same time, other young offenders become more criminally active. A listing of the top 100 Violent Offenders, with their incarceration status, will be maintained continuously and posted on our intelligence website.

2. **Intelligence Packets Created and Maintained.** For each of the top 100 Violent Offenders, an electronic intelligence packet will be created that can be accessed through our intelligence website. This packet will contain every relevant piece of information that is known about each subject, such as associates, family members, known addresses, vehicles, geographic patterns of activity, etc. As these high-risk individuals are monitored and field interviewed, additional information will be collected and added to their intelligence packet.

3. **Monitoring and Field Interviews.** Police officers in all units will have full awareness of the list of the top 100 Violent Offenders and will monitor and field interview these subjects whenever possible. Much like police saturation operations focus on a particular piece of geography, this component will provide a mechanism to focus on subjects. The existing Persistent Prolific Offender (PPO) program already provides a framework for this focus on persons, and the 100 Violent Offender list is merely an extension of that existing framework, except that the level of intelligence and the dedication of resources will be more intense.

4. **Processing Violent Arrestees.** As violent offenders are arrested, the adjudication process will also take a focused approach. A dedicated Assistant District Attorney (ADA) will be hired and assigned to these cases. This ADA will fully understand what is trying to be accomplished with this project and will package cases for prosecution in a manner that furthers the goals of the project.

5. **Establish GPD Ankle Monitor System.** During arraignments and bond hearings, determinations will be made on all violent offenders concerning their threat level. The ADA will be very helpful with the implementation of this component and will attempt to get electronic GPS ankle monitors placed on high risk subjects that become released on bond. By leveraging a pre-trial monitoring approach, XXXX will be able monitor pre-trial defendants as part of their bond to help ensure they comply with appearance dates and other restrictions of their release. These pre-trial monitoring solutions also act as a tremendous deterrent to additional criminal activity. The device being pursued has been very successful in XXXX and we hope to replicate their success. It allows for the complete tracking of the location of anyone wearing the monitor.

6. **XXXX Impact Program.** While we are attempting to be very tough with violent offenders during arrest and adjudication, as well as during the correctional supervision phase of probation or parole, we also want to provide a legitimate rehabilitative mechanism for offenders who have served their time. As such, the XXXX provides an existing framework. XXXX is a re-entry program that provides counseling, remedial education and assistance with job placement for probationers and parolees.

7. **Hot Spots Identified.** As part of the CompStat process, hot spot analyses are prepared weekly to show concentrations of the most active violent crime areas in the jurisdiction.

These hot spots provide the basis for special operations, task forces, directed patrol, and other efforts to "put cops on dots." Along with day and time information, patterns of modus operandi, and any known suspect information, these hot spots provide a focus for tactical operations.

8. **Problem-Oriented Policing.** The now-vintage paradigm of problem-oriented policing will be resurrected by focusing on problem locations that seem to be breeding grounds for violent criminals. Such locations as bars and clubs, rooming houses, rental and derelict properties will be targets of ongoing observation to determine affiliation with prolific violent offenders. When warranted, multiple city/county agencies such as property maintenance, the ABC (alcohol and beverage control) team and Counter Narcotics Team will be called upon to assist in developing a plan of action to correct ordinance violations at defined locations that will curtail or stop violent activity.

Review Assessment: "It was difficult for the panel to assess how the proposed tasks will be accomplished. For example, the proposed timeline appears to focus more on the hiring process of the crime / intelligence analyst and the assistant district attorney than how the program project tasks will be accomplished. If the timeline is correct, the measurable outcomes will include: hiring of personnel, and assessment of the current violent crime climate in the XXXX area, the identification of the top 100 persistent prolific offenders in that area, and quarterly evaluations of the project. However, the proposal would have been strengthened by information regarding the incorporation of the ankle monitoring system into the project. Also, at what point in the project will the XXXX be incorporated in to the project? What's the timeline for identifying the hot spot areas? Who and when will the problem oriented policing component be added to the proposed project? What is the evidence-based justification for adding the XXXX component to the project? Finally, although the ankle monitoring system was listed as a program component, no agreement of project participation from the XXXX District Attorney's Office was included in the proposal." *–Peer Reviewer Comment*

- The applicant does not adequately describe how and why the proposed strategy is innovative, and how the innovative strategy addresses the problems, gaps, or limited resources identified in the Statement of the Problem.
- In detail, the applicant does not adequately describe:
  1) how the proposed innovative project may contribute to evidence-based strategies or promising practices;
  2) how the value or lessons learned from the project upon completion will be communicated and disseminated;
  3) how project outcomes could be replicated nationwide; and
  4) how the project will develop practical tools and materials for the field.
- Applicant does not adequately identify the recipients and beneficiaries of the work.
- Applicant does not adequately describe how the project will ensure collaboration between public officials, subject matter experts, stakeholders and industry partners.

Capabilities and Competencies

Capabilities and Competencies - High Score (8 points out of 10)

No other organization is as uniquely qualified, experienced, and positioned as XXXX to deliver this critical program on behalf of BJA. **XXXX has a proven history of successful service delivery and in-depth experience in supporting and/or leading national and regional task force initiatives.** In the 1980s, for example, XXXX served as BJA's technical assistance and training provider for the Organized Crime Narcotics Trafficking Enforcement Program and the Financial Investigations Program.

XXXX **possesses extensive experience and expertise in information sharing and law enforcement intelligence, curriculum development and training delivery, customized technical assistance delivery, and criminal justice resource and Web development.** XXXX depth and breadth of experience are evident in its ongoing coordination of the CenTF Program, the Criminal Intelligence Systems Operating Policies (28 CFR Part 23) Technical Assistance and Training Program, the State and Local Anti-Terrorism Training (SLATT) Program, the Criminal Intelligence for the Chief Executive Briefings, and the Intelligence Commanders Course. XXXX daily work positions the organization at the forefront of criminal intelligence and information sharing issues. **(Refer to Attachment 4, Corporate Experience, for a list of IIR-supported programs.)**

XXXX has been a leader in criminal justice research and education for more than 30 years. **Excelling in its capacity to design and implement criminal justice programs**, XXXX has the ability to integrate in-house resources and expertise with the knowledge and capabilities of long-standing professional associations and criminal justice officials. XXXX **is known for its ability to manage successful programs by identifying and assessing critical needs and developing and implementing effective strategies, including utilization of established resources, practices, and partnerships.** Effectively incorporating program office oversight into project development and delivery is one of XXXX greatest strengths.

The XXXX staff members assigned to this project possess many years of experience in effectively serving the criminal justice community. The staff is composed of a unique combination of veteran program administrators and project design, facilitation, and delivery experts. **(Refer to Attachment 4 for Position Descriptions and Résumés of Proposed Key Personnel.)** XXXX will augment staff with adjunct practitioner consultants possessing in-depth experience in metro squad management to provide service delivery. XXXX **strong management structure and in-house capabilities, cadre of veteran task force instructors, established criminal justice partnerships, and ability to leverage resources** are key elements that position XXXX to provide effective training and technical assistance immediately and effectively.

Peer Review Assessment:

- Applicant demonstrates, including giving specific examples of the organization's demonstrated expertise and experience in:
    - Facilitating and delivering criminal justice-related programs at the national or local level; potentially including facilitation of program development and delivery; standards and guidelines development; training and technical assistance; curriculum development; planning of small and large meetings,

workshop, and conferences, including agenda development and faculty identification; and other relevant skill sets.
    - Managing concurrent priority tasks effectively.
- Applicant describes the management structure and proposed staffing to implement the project and describe the roles and responsibilities of any co-applicants, if applicable.

Capabilities and Competencies - Low Score (0 points out of 10)

XXXX has been involved in the creation and development of many forums, conference, and symposiums. XXXX can provide in-kind services of marketing, technical development, conference planning and communication plan development. The department has also been heavily involved in statewide and national projects which have laid a firm foundation with many professional associations and law enforcement agencies throughout the country. The department's projects have led to the creation of a new state office, legislation to combat drug abuse and executive development/leadership courses taught to peace officers in the state of XXXX.

The University of XXXX Southern Police Institute and Eastern XXXX University's College of Justice and Safety have the academic and research capabilities to firmly drive the project.

The staff members assigned to this project have the combined experience to make this project a successful one that will aid law enforcement agencies throughout the nation.

Peer Review Assessment: "The applicant failed to identify specific individuals or subject matter experts who would be contracted who had experience in leading national law enforcement leadership thought and / or programs." *–Peer Reviewer Comment*

- Applicant does not adequately demonstrate, including giving specific examples of the organization's demonstrated expertise and experience in:
    - Facilitating and delivering criminal justice-related programs at the national or local level; potentially including facilitation of program development and delivery; standards and guidelines development; training and technical assistance; curriculum development; planning of small and large meetings, workshop, and conferences, including agenda development and faculty identification; and other relevant skill sets.
    - Managing concurrent priority tasks effectively.
- Applicant does not adequately describe the management structure and proposed staffing to implement the project and describe the roles and responsibilities of any co-applicants, if applicable.

Budget

Budget– High Score

Note: Please reference Appendix B for a highly scored Budget Worksheet and Narrative.

Budget – Low Score (2 points out of 10)

Applicant's Name: **XXXX**
Project Title: **Violent Crime Reduction Project**
Amount Requested: **$300,000**
Category 1: **"Smart Policing" Demonstration Initiative**

Most of the elements needed to implement this project are already in place. The items in the budget below represent the missing elements that need to be funded to bring this project to fruition. Since intelligence plays a vital role in this project, funds for a Crime/Intelligence Analyst are budgeted at $40,000 per year. Funding is also provided for an Assistant District Attorney to help with prosecution and to facilitate the use of GPS ankle monitors. We anticipate renting the ankle monitors and have budgeted $77,000 for two years. A total of $4,000 is budgeted for a PC and miscellaneous equipment. It is anticipated that the evaluation of the project by XXXX University will cost $25,000.

ITEM	COST
Analyst $40,000 x 2 years	$ 80,000
ADA $50,000 x 2 years	100,000
Approx 60 ankle monitors x 2 years	77,000
Miscellaneous equipment (PC, etc)	4,000
Evaluation by XXXX University	25,000
OPJ Mandated Meetings – 3 trips over 2 years for 4 persons	14,000
Total	**$ 300,000**

Review Assessment: "The proposal notes the competencies of the XXXX Center, the XXXX program, the weekly CompStat hotspots analyses, the Firearms Unit, and the XXXX Impact Program. However, there were few individuals noted in the proposal to allow the panel to assess their capabilities and competencies as they related to the project. Although a letter of support was provided, neither of the evaluators listed on the project appear to have experience in policing research. Instead, both of the evaluators' backgrounds are in Homeland Security and Emergency Management. The panel expressed concern that such a partnership could hamper efforts to effectively evaluate the proposed intervention since neither of them appeared

to have prior experience in program implementation and evaluation." *–Peer Reviewer Comment*

- Applicant does not adequately provide a proposed budget that is reasonable, complete, allowable, and cost effective in relation to the proposed activities.
- The applicant's budget does not 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

Impact and Outcome

Impact and Outcome - High Score (10 points out of 10)

To ensure that a body of knowledge on what works is generated by these strategic violence prevention efforts, the XXXX Department and Dr. XXXX will conduct process and impact evaluations of the implemented gun violence reduction strategies. For instance, the proceedings of the working groups for the Ceasefire expansion and Safe Street Team review and all details of implemented responses will be recorded via careful notes and the collection of any program documents that are generated. The detailed documentation of the strategic and operational work will be important in understanding the nature of the interventions and associating any observed gun violence reduction impacts with the programs that were implemented. OPR and the BRIC will conduct ongoing simple trend analyses of gun homicide, gun assault incidents, and shots fired calls for service (our key dependent variables) to assess whether these program seem to be having an impact. This ongoing assessment will be incorporated into existing XXXX management review meetings such as Compstat and weekly Bureau Chiefs meetings.

Rigorous statistical analyses of implemented responses will also be conducted. With the assistance of OPR, Dr. XXXX anticipates conducting a series of quasi-experimental evaluations using regression-based time series analysis to compare trends in treated hot spot areas and among treated gang youth to trends in comparable hot spot areas and among comparison groups of high-risk youth. While space constraints do not allow a full explanation and accounting of these methods, we will be conducting program-specific data collection and analysis that will shed important light on "what works" in preventing gun violence in XXXX (e.g. collecting individual-level data and examining short-term recidivism patterns for Ceasefire and offender forum participants relative to control individuals, determining whether the Safe Street Team program resulted in spatial displacement, associating specific problem-solving actions in hot spot areas to particular gun violence impacts, etc.). At the end of the grant period, the problem analysis, process evaluation, impact assessment, and lessons learned from the experience will be presented in a high-quality final report to the U.S. Bureau of Justice Assistance. Dr. XXXX will also develop reports and presentations in the form of practitioner friendly policy briefs and if appropriate, scholarly journals.

Review Assessment: **"**The proposal notes that process and impact evaluations will be conducted over the course of the project and will be conducted by Dr. XXXX and XXXX Police Department. The XXXX PD will be responsible for trend analysis of gun homicides, gun assault incidents, and shots fired calls for service to assess the impact of the intervention on the outcomes. The proposal also notes hat Dr. XXXX will conduct a series of analyses to compare trends in treated hot spots compared to other areas. The XXXX Center will collect

and analyze crime patter data. The proposal also notes that the academic partner will periodically collect and analyze program-specific data." *–Peer Reviewer Comment*

- Applicant describes the methodology that will be used to collect and report performance data, including the criteria to be used, and how the information will be analyzed and communicated to inform BJA of the program's performance.
- Applicant demonstrates how the data will be used to enhance program implementation and how it could guide replication.

Impact and Outcome - Low Score (1 points out of 10)

Describe the system that will be used to collect performance data, and how this information will be analyzed and used to inform program practice.
The office administrator and the administrative assistant will collect the data outlined in the performance measures, from the responsible party as outlined in the attached timeline and job description. The data collected will be presented to the DOJ's point of contact bi-monthly by the Program Director/Manager.

Review Assessment:

- Applicant fails to describe the methodology that will be used to collect and report performance data, including the criteria to be used, and how the information will be analyzed and communicated to inform BJA of the program's performance.
- Applicant fails to demonstrate how the data will be used to enhance program implementation and how it could guide replication.