



The [U.S. Department of Justice](#) (DOJ), [Office of Justice Programs](#) (OJP), [Bureau of Justice Assistance](#) (BJA) is seeking applications from eligible entities to plan and implement place-based, community-oriented strategies to address targeted crime issues within a neighborhood as a part of a broader neighborhood revitalization initiative. Byrne Criminal Justice Innovation (BCJI) resources will target hot spots of crime where a significant proportion of crime occurs as compared to the overall jurisdiction. BCJI furthers the Department's mission by leading efforts to enhance the capacity of local and tribal communities to effectively target and address significant crime issues through collaborative cross-sector approaches that help advance broader neighborhood development goals.

Byrne Criminal Justice Innovation Program FY 2014 Competitive Grant Announcement

Eligibility

Eligible entities to serve as fiscal agent include states, unit of local governments, non-profit organizations (including tribal non-profit organizations), and federally recognized Indian tribal governments as determined by the Secretary of the Interior.

The BCJI application requires a consortium of partners (hereinafter referred to as "cross-sector partnership") to design a strategy addressing a targeted crime problem. The application must contain a strategy that responds to the scope and requirements of this solicitation. The cross-sector partnership must designate one eligible entity to serve as the fiscal agent.¹ The fiscal agent must ensure that the cross-sector partnership is committed to and can successfully oversee key enforcement, prevention, intervention, and community engagement strategies AND access and analyze key data (crime and other) with regular input from the research partner and law enforcement agency.

The fiscal agent will oversee coordination of the cross-sector partnership and manage any subawards for services. The fiscal agent will be legally responsible for complying with all applicable federal rules and regulations in receiving and expending federal funds. The application must demonstrate that the fiscal agent has the capacity, commitment, and community support to serve as fiscal agent. The fiscal agent must demonstrate such capacity by showing experience engaging residents as well as core criminal justice and other partners in the implementation and sustainment of community justice strategies, especially in the targeted neighborhood. The application must also show commitment from the local law enforcement agency, community leaders, and a research partner through detailed letters of support outlining their participation and partnership in the project.

¹ Throughout this solicitation, "fiscal agent" and "applicant" are used interchangeably.

Jurisdictions are strongly encouraged to coordinate with and seek the support of their local U.S. Attorney and local policymakers.

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

Deadline

Applicants must register with Grants.gov prior to submitting an application. (See "How to Apply," page 31.) All applications are due by 11:59 p.m. eastern time on May 6, 2014. (See "Deadlines: Registration and Application," page 5.)

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

Contact Information

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

Applicants that experience unforeseen Grants.gov technical issues beyond their control that prevent them from submitting their application by the deadline must e-mail the BJA contact identified below **within 24 hours after the application deadline** and request approval to submit their application.

For assistance with any other requirement of this solicitation, contact the BJA Justice Information Center at 1-877-927-5657, via e-mail to JIC@telesishq.com, or via live web chat at www.justiceinformationcenter.us. The BJA Justice Information Center hours of operation are 8:30 a.m. to 5:00 p.m. eastern time, Monday through Friday, and 8:30 a.m. to 8:00 p.m. eastern time on the solicitation close date.

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Byrne Criminal Justice Innovation Program (BCJI) (CFDA #16.817)

Overview

Healthy, vibrant communities² are places that provide the opportunities, resources, and an environment that children, youth, and adults need to maximize their life outcomes, including high-quality schools and cradle-to-career educational programs; high-quality and affordable housing; thriving commercial establishments; access to quality health care and health services; art and cultural amenities; parks and other recreational spaces; and the safety to take advantage of these opportunities. Unfortunately, millions of Americans live in distressed neighborhoods³ where a combination of crime, poverty, unemployment, poor health, struggling schools, inadequate housing, and disinvestment keep many residents from reaching their full potential. The complexity of these issues has led to the emergence of comprehensive place-based and community-oriented initiatives that involve service providers from multiple sectors, as well as community representatives from all types of organizations, to work together to reduce and prevent crime and to revitalize communities.

In many ways, community safety and crime prevention are prerequisites to the transformation of distressed communities, including the revitalization of civic engagement. Addressing community safety is the role of criminal justice agencies, the community and its partners as a whole. To improve and revitalize communities, all relevant stakeholders should be included: law enforcement and criminal justice, education, housing, health and human services, community and faith-based non-profits, local volunteers, residents, and businesses.

Given the significant needs and limited resources of some of these communities, local and tribal leaders need tools and information about crime trends in their jurisdiction and assistance in assessing, planning, and implementing the most effective use of criminal justice resources to address these issues. Research suggests that crime clustered in small areas, or “crime hot spots,” accounts for a disproportionate amount of crime and disorder in many communities. As a result, the criminal justice field has been creating new evidence-based strategies designed to prevent and deter future crime in hot spots. Many communities need assistance to implement data-driven problem solving strategies that target crime and safety concerns.

The Byrne Criminal Justice Innovation (BCJI) Program is part of the Neighborhood Revitalization Initiative (NRI), which provides neighborhoods with coordinated federal support in the implementation of place-based strategies as part of larger comprehensive neighborhood revitalization efforts. NRI includes programs within agencies such as the Departments of Education, Justice, Health and Human Services, Housing and Urban Development, and Treasury.

² BJA uses “neighborhood” and “community” interchangeably. A neighborhood is an area that has social meaning to residents and is delineated by major streets or physical topography and is typically less than two miles wide. The neighborhood must encompass a proportion of crime hot spot(s) locations that show a consistent history of crime. This is the geographic area within which the BCJI project activities must take place.

³ A distressed neighborhood is one with hot spots of high crime (overall or types of crime) combined with other key features that may affect a community’s capacity to deter crime including concentrated poverty, high unemployment, low performing schools, and limited infrastructure such as housing, social services, and business.

Deadlines: Registration and Application

Applicants must register with Grants.gov prior to submitting an application. OJP encourages applicants to **register several weeks before** the application submission deadline. In addition, OJP urges applicants to submit applications 72 hours prior to the application due date. The deadline to apply for funding under this announcement is 11:59 p.m. eastern time on May 6, 2014. See “How to Apply” on page 31 for details.

Eligibility

Refer to the title page for eligibility under this program.

BCJI Program-Specific Information

Why focus on place-based crime strategies?

While overall crime levels are at a 30-year low, some jurisdictions still experience increases in overall crime or specific types of crime. In some of these places, a disproportionate amount of all crime jurisdiction-wide occurs in “microplaces” (a city block or even smaller). In some communities, less than 10 percent of all city blocks can drive large proportions of calls for service and crime incidents (as much as 30 to 80 percent). Moreover, crime in these hot spots can be very stable over time, creating an opportunity to prevent crime by focusing on these locations.

While crime hot spots can be disbursed throughout a jurisdiction, they can also be concentrated in communities that are poor, have a limited infrastructure of affordable housing and retail, lack strong schools, and suffer from a shortage of effective community-based organizations to provide needed human services. These communities may also have high numbers of residents on community supervision from the courts or prison, at-risk youth, and people engaged with behavioral health and social services agencies.

Place-based initiatives can strengthen the capacity of neighborhood residents and organizations so that they are able to implement comprehensive strategies to revitalize an entire neighborhood or community to create lasting change for its residents. These place-based initiatives also create new opportunities for alignment across institutions, including federal and local government, tribal government, the private sector, philanthropic and non-profit organizations, and across issue areas including crime, housing, health, education, workforce development, transportation, and business.

Why focus on community-oriented crime strategies?

A critical pillar of the BCJI Program is neighborhood empowerment. Community-oriented approaches build trust, facilitate a mutually beneficial exchange of knowledge and resources, enhance the community’s perception of the fairness and effectiveness of policies and interventions, and increase the willingness of the community and those in the criminal justice system to comply with the social mores in the community. Implementing these approaches without strong community collaboration will likely be unsuccessful and may overlook a neighborhood’s unique needs and challenges as well as the ability to develop and implement sustainable neighborhood revitalization. Community leaders and residents are often in the best position to motivate, implement, and sustain change over time; therefore, applications should be

developed in close collaboration with community members to build community support for community needs as they evolve over time and indicate how community residents will be involved as full partners throughout the project.

How can research and data aid place based crime strategies?

The last two decades have seen the development of new evidence-based, place-based strategies that target crime hot spots through enhanced law enforcement strategies and complementary approaches designed to address a community's capacity to prevent and deter crime.⁴ At the same time, community-oriented approaches such as Weed and Seed, community policing, and community prosecution have made collaboration with community residents and leaders a priority, building trust and information sharing, enhancing the perception of the community about the fairness and effectiveness of the interventions, and increasing the willingness of community residents to comply with informal social controls in the community.

The criminal justice field has led efforts to create and test new community-based collaborations that address criminogenic risk factors⁵ through problem-solving courts like community courts, community corrections and diversion programs, and community-based offender reentry strategies. Making it physically more difficult for crime to occur by addressing physical conditions that increase risk can be very effective, using crime prevention through environmental design (CPTED⁶), related civil legal strategies such as code enforcement and civil nuisance laws to prevent or reduce crime or problems that impact quality of life,⁷ and community revitalization. *See pages 10-11 for a list of resources for finding evidence-based strategies for crime reduction.*

What is capacity and how does it fit within the BCJI approach?

The BCJI approach assumes that responsibility for community safety and revitalization belongs to all stakeholders, including community members, service agencies, and government. Therefore, the overall strategy should include all key stakeholders in the problem-solving process and there must be basic capacity to engage community-based partners, community leaders, and residents to collaborate in addressing the priority crime issue identified.

Community capacity is the ability to mobilize collective action toward defined community goals. This capacity can be developed through the cultivation of relationships among neighborhood

⁴ Law enforcement strategies such as Hot Spots Policing, CeaseFire, Project Safe Neighborhoods, Drug Marketing Intervention, and Problem Oriented Policing have built on data-driven problem-solving combined with tactical enforcement to address high-risk offenders and crime. Some of these strategies have also employed community engagement efforts.

⁵ Criminogenic risk actors are 1) anti-social personality, 2) anti-social attitudes and values, 3) anti-social associates, 4) family dysfunction, 5) poor self-control, 6) poor problem-solving skills, 7) substance abuse, and 8) lack of employment and/or employment skills.

⁶ CPTED emphasizes the proper design and effective use of a created environment to reduce crime and enhance the quality of life.

⁷ Related civil legal remedies might include enforcement of nuisance and drug abatement laws to address problem properties using creative strategies like eviction, land/property use laws, improvements, and tenant screening by the neighborhood association; use of restraining orders to combat batterers, gangs, or delinquent youth; enforcing local ordinances through injunctions against loitering and gang member congregations; and banning of drug paraphernalia, billboards, and spray paint. The use of planning principles including CPTED in connection with these legal tools and technology can provide powerful ways to discourage a range of criminal activity from assaults to drug dealing. Joint community-criminal justice problem solving and communication of community expectations can result in improvement to health and safety violations, enforced clean-up and upkeep of blighted properties, eviction of problem tenants, and improved property management, with a resulting efficiency in crime abatement.

residents, community organizations, and institutions. The capacity of organizations and cross-sector partnerships is defined as the ability to bring stakeholders together to exchange ideas, jointly plan, and collaborate in actions intended to increase safety and strengthen the community.

Communities without the capacity to cultivate cross-sector partnerships, engage community residents, and/or identify a public safety related problem within that community should consider applying for other grant programs and/or accessing training and technical resources, including the [Building Neighborhood Capacity Resource Center](#).

How does BCJI fit within larger neighborhood revitalization efforts across federal agencies?

Each year, the federal government funds numerous crime, affordable housing, health, cradle-to-career education, and community and economic development initiatives through an array of programs. Yet, the need for federal money to fund these initiatives has continued to grow, while the federal budget increasingly has been strained by other competing funding priorities. Through coordinated federal support, there are growing interagency efforts to align a comprehensive range of federal programs across several agencies, including the Departments of Education, Justice, Health and Human Services, Housing and Urban Development, and Treasury to revitalize the nation's most distressed neighborhoods.

Read more about these federal initiatives: [White House neighborhood revitalization](#) and [Promise Zones](#).

Due to similarities in geographic targets and the inextricable link between housing, education, health, economic development, and public safety, applicants should develop a plan to coordinate BCJI with other existing neighborhood revitalization efforts—such as ED's Promise Neighborhoods,⁸ HUD's Choice Neighborhoods⁹ and/or HHS's Community Health Center¹⁰ grants, or Treasury's Community Development Financial Institutions¹¹ (CDFI) funds, or a Promise Zone's designation—whenever these resources are directed to locations proposed to be targeted with a grant under this solicitation.

Applicants are also encouraged to go to the [BJA web site](#) for potential resources to support community safety goals, including grants and training and technical assistance.

Consistent with this approach, wherever possible and appropriate, applicants should partner (by braiding funding streams, contributing to policy development, etc.) with organizations engaged in revitalization of other neighborhood assets. These coordinated efforts should result in the strategic investment of resources into the following key neighborhood assets:

- a. Developmental assets that allow residents to attain the skills needed to be successful in all aspects of life (e.g., educational institutions, early learning centers, and health resources);

⁸ For more information, go to www2.ed.gov/programs/promiseneighborhoods/index.html.

⁹ For more information, go to portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/cn.

¹⁰ For more information, go to www.bphc.hrsa.gov/about/index.html.

¹¹ For more information, go to www.cdfifund.gov.

- b. Commercial assets associated with production, employment, transactions, and sales (e.g., labor force and retail establishments);
- c. Recreational assets that create value in a neighborhood beyond work and education (e.g., parks, open space, arts organizations, restaurants, movie theatres, and athletic facilities);
- d. Physical assets associated with the built environment and physical infrastructure (e.g., housing, commercial buildings, roads, sidewalks, and bike paths); and
- e. Social assets that establish well-functioning social interactions (e.g., criminal justice, juvenile justice, and community engagement).

What are the core elements of BCJI?

Place-based strategy

Targets a neighborhood with high levels of crime or types of crime in order to most effectively direct resources and to positively influence multiple social disorganization factors such as concentration of high-risk residents, limited infrastructure, and collective efficacy of community and physical conditions. An initial strategy to clearly define the nature, extent, and factors of the crime issue and to target the criminal activity with a comprehensive, community-oriented approach is essential.

Data-driven problem solving

Local researcher-practitioner partnerships can help a community use data to clearly define problems, identify evidence-based strategies, create innovative strategies, and assess program implementation and intended program impacts. They can also help communities assess gaps in services, strategies, and partners. Data-driven approaches focus on identifying a problem(s), gathering necessary data, conducting analysis, selecting a response, and assessing program impact and effectiveness.

Community-oriented

To catalyze and sustain change, there must be active involvement and leadership of neighborhood residents throughout the revitalization process. Understanding residents' views of the neighborhood and how residents want their neighborhood to change is critical. Tactical enforcement by criminal justice partners is maximized through collaborations with community residents and builds positive social controls that can deter future crime and enhance trust-building with police, prosecutors, and other criminal justice partners. Engaging in community-oriented strategies should be driven by local data and needs, and address critical issues comprehensively—for example, addressing drug markets and sales through enforcement, treatment, and prevention.

Cost effective

Place-based strategies may assist local jurisdictions in maximizing their resources by identifying the drivers of crime in persistently high-crime communities and targeting these drivers through comprehensive strategies.

To ensure the success and sustainability of place-based efforts, projects should include several critical aspects to their structure and approach:

- Planning Based: BCJI requires a planning period to ensure critical partners are engaged, access accurate data, conduct analysis to define crime locations and drivers, develop research-based and/or innovative strategies, and assess gaps in resources and partners. This data is critical to be able to target the drivers of crime in the hot spots. BCJI grantees will use and be guided through this process with a Planning and Implementation Guide provided by the BJA training and technical assistance (TTA) provider; the guide will provide milestones and timeframes, as well as specific guidance for concluding planning phase activities and moving into the implementation phase. This process is discussed in more detail below under Timeline for Project Activities during the Planning and Implementation Phases and under Award Categories, Amount, and Length on page 13.
- Leverages Research and Innovation: To maximize resources, communities should target drivers of crime in identified hot spots through research-based strategies. Where there are gaps in research, with support from the research partner and the BJA TTA provider, communities are encouraged to build new strategies or test promising interventions.

To continue to add to the knowledge base about what works in crime reduction and prevention, contingent upon the availability of funding, BJA plans to evaluate a small number of the grantee sites to enhance knowledge about program effectiveness.

- Capacity Building: As stated on page 6, community capacity is the ability to mobilize collective action toward defined community goals. The capacity of organizations and cross-sector partnerships is the ability to bring stakeholders together to exchange ideas, jointly plan, and collaborate in actions intended to increase safety and strengthen the community. Developing these capabilities of a cross-sector partnership as well as the community should be a key strategy of organizations pursuing comprehensive neighborhood revitalization. Applicants should have a demonstrated commitment and capacity to form partnerships and work collaboratively, even if they face ongoing challenges in their attempts to identify crime issues and develop a targeted strategy to address those issues.

Goals, Objectives, and Deliverables

The goal of BCJI is to reduce crime and improve community safety as part of a comprehensive strategy to advance neighborhood revitalization. Through a broad cross-sector partnership team, including neighborhood residents, BCJI grantees target neighborhoods with hot spots of violent and serious crime and employ data-driven, cross-sector strategies to reduce crime and violence.

To ensure effectiveness, current and future BCJI grantees work closely with BJA and BJA's competitively selected training and technical assistance partner (currently the Local Initiatives Support Corporation) to participate in information sharing sessions, facilitate peer-to-peer exchanges of information, and administer subject matter expertise that is relevant to BCJI neighborhood efforts.

For more information on LISC and current BCJI grantees, resources, and tools, visit: www.lisc.org/BCJI.

Specific objectives and deliverables are listed by Category beginning on page 11.

Evidence-Based Programs or Practices

OJP strongly emphasizes the use of data and evidence in policy making and program development in criminal justice, juvenile justice, and crime victim services. OJP is committed to:

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

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

Helpful Resources: Finding Evidence-Based Strategies for Crime Reduction, Including Examples of Successful Research-Practitioner Collaborations

Resources about evidence-based practices include OJP's CrimeSolutions.gov web site in addition to several other web sites that offer examples of research-based practices and programs, and training to support local researcher-practitioner partnerships.

Bureau of Justice Assistance

- Research Reviews: www.bja.gov/ProgramDetails.aspx?Program_ID=70
- Smart Policing Initiative web site: www.smartpolicinginitiative.com/
- Police Quarterly, Special Issue: Smart Policing pqx.sagepub.com/content/16/3.toc

National Institute of Justice

- Predictive Policing: www.rand.org/pubs/research_reports/RR233.html
- Findings from a Researcher-Practitioner Partnerships Study
www.ncjrs.gov/pdffiles1/nij/grants/243911.pdf

Community Oriented Policing Services (COPS) Office:

- Center for Problem Oriented Policing (POP), POP Guides: www.popcenter.org/guides/

George Mason University, Center for Evidence-Based Crime Policy

- cebcp.org/evidence-based-policing/

Michigan State University

- Project Safe Neighborhoods www.psnmsu.com/psn-resources/
 - Research Partner Orientation Course Resource List
 - Identifying and Working with a Research Partner Q & A

The Police Foundation

- www.policefoundation.org/

Substance Abuse and Mental Health Services Administration (SAMHSA)

- www.samhsa.gov/ebpwebguide/

Amount and Length of Awards

BJA solicits applications in two categories: 1) Planning, and 2) Planning and Implementation. All awards are subject to the availability of appropriated funds and to any modifications or additional requirements that may be imposed by law.

In addition to peer review ratings, considerations for award recommendations and decisions may include, but are not limited to, underserved populations, geographic diversity, strategic priorities including NRI¹² (Promise, Choice, Community Health Centers) sustainability, past performance, and available funding.

Under BOTH categories, with a broad cross-sector partnership team, including neighborhood residents, BCJI applicants will target neighborhoods with chronic hot spots of violent and serious crime and employ data-driven, cross-sector strategies (enforcement, prevention, and intervention) to reduce crime and violence. **Spearheaded by the fiscal agent, the cross-sector partnership team must include law enforcement, neighborhood residents, a local research partner, and relevant community stakeholders.** Applicants with existing anti-crime or neighborhood revitalization initiatives may use those efforts as a platform to plan and implement their BCJI strategy. The crime issue(s) must represent a significant proportion of crime or type of crime within the larger community or jurisdiction

Category 1: Planning. Grant Amount: Up to \$100,000. Project Period: Up to 18 months. Competition ID: BJA-2014-3823.

BJA anticipates that it will make up to 15 awards in this category.

Applicants will *design* a strategic, collaborative, and community-oriented plan to reduce crime in a target neighborhood. Applicants will use planning funds to:

- Identify, verify, and prioritize crime hot spots within identified neighborhood
- Work with cross-sector partners/management team to develop a strategy, drawing on a continuum of approaches to address crime drivers.
- Pursue community partnerships and leadership, building support to ensure the community is active in the process.
- Collaborate regularly with local law enforcement, a research partner, and the community to conduct analysis of crime drivers and an assessment of needs and available resources.
- Develop a comprehensive strategic plan to reduce crime in the identified neighborhood

The fiscal agent will oversee the planning process to include the above activities in addition to planning efforts to obtain and leverage other resources and funding to implement the strategic plan. Funds awarded under Category 1 in this solicitation are for planning purposes only, and may not be used for implementation. Category 1 grantees will receive intensive technical

¹² See page 7 for a discussion of these programs and links to federal program web sites.

assistance from BJA's selected technical assistance provider to support their planning efforts and will be required to complete and participate in any needs assessment processes, development of logic models, and/or planning tools, provided by the BJA TTA provider.

Category 2: Planning and Implementation. Grant Amount: Up to \$1,000,000. Project Period: Up to 36 months. Competition ID: BJA-2014-3824.

BJA anticipates that it will make up to 5 awards in this category.

Applicants will *complete* a new or existing strategic, collaborative, and community-oriented plan to reduce crime in a target neighborhood and then *begin* implementation of the plan during the project period. Applicants will use Planning and Implementation funds to:

During planning phase:

- Identify, verify, and prioritize crime hot spots within identified neighborhood.
- Work with cross-sector partners and management team to develop a strategy, drawing on a continuum of approaches to address crime drivers.
- Pursue community partnerships and leadership, building support to ensure the community is active in the process.
- Collaborate regularly with local law enforcement, a research partner, and the community to conduct analysis of crime drivers and an assessment of needs and available resources.

During the implementation phase:

- Convene regular, ongoing meetings with cross-sector partners and management team.
- Share regular input/discussions with research partner.
- Assess program implementation in collaboration with research partner.
- Modify strategies, as appropriate.
- Build capacity of cross-sector management team to continue to coordinate research.
- Produce a final written summary report.

The fiscal agent will oversee the planning process to include the above activities in addition to planning efforts to obtain and leverage resources and funding to further implement the strategic plan. Category 2 grantees will receive intensive technical assistance from BJA's selected TA provider to support their planning and implementation efforts and will be required to complete and participate in any needs assessment processes, development of logic models, and/or planning tools, provided by the BJA TTA provider.

Special Withholding Condition for Category 2 Awards ONLY

During the planning period, Planning and Implementation grantees will only have access to the planning funds of up to \$150,000 of the total award.

Timeline for Project Activities during the Planning and Implementation Phases

The planning phase must last at least a minimum of 6 months but will ideally run between 9 to 12 months. The fiscal agent will oversee the planning process to include the above activities in addition to sustainability efforts to obtain and leverage other resources and funding.

During the planning stage, grantees will receive intensive technical assistance from BJA's selected TTA provider and will be required to complete and participate in any needs assessment processes, development of logic models, and/or planning tools, provided by the

BJA TTA provider. These processes will guide each grantee in developing an implementation plan that incorporates resident input and evidence-based programs, policies, and practices. The BJA TTA provider will supply a *Planning and Implementation Guide*¹³ which includes project milestones and timelines to assist grantees with conducting planning phase activities and preparing their implementation plans. Implementation plans must be submitted and approved by BJA in writing (in consultation with the TTA provider), in order for the grantees to begin their implementation phase and gain access to the remainder of grant funds. Grantees will have the opportunity to provide additional feedback, clarification, and data regarding their implementation plans, if requested by BJA and/or the TTA provider. However, applicants should be aware that if, after a reasonable exchange of information and feedback occurs, an implementation plan may not receive BJA approval, and grantees therefore may not receive access to the remaining grant funds for implementation or an extension of their grant award.

During BJA's review of the revised plan, grantees will have an opportunity to address any issues or concerns in the revised implementation strategy. In this strategy, grantees must ensure that the core elements of BCJI are in place; that they have collected appropriate data; and that there is a strong research or data base for proposed place-based programs or interventions.

The application must clearly document that at least one-third and ideally as much as one-half of the planning phase budget be committed to the cost of initial data analysis, problem assessment, and identification of evidence-based practices by the research partner. The overall budget must also include costs for the ongoing research partner role throughout the entire grant period (both planning and implementation phases.)

Category 2: Project Deliverable: Final Written Summary Report

Category 2 grantees must produce a final written summary report outlining the project's goals, challenges, and achievements so as to share findings and lessons learned with the broader criminal justice and community development fields. While there may be some support from the BJA TTA provider to assist sites with completion of these reports, applicants should describe how they plan to prepare and produce this report regardless of TTA support.

Category 1 and 2: BCJI Objectives and Deliverables

To achieve BCJI program goals, successful applications **must** commit to accomplishing the following objectives:

1. Identify a neighborhood with a concentration of crime hot spots which have for a period of time composed a significant proportion of crime or types of crime.
2. Identify and build upon existing planning efforts to address issues that relate to the crime issues identified, including neighborhood revitalization.
3. Build or enhance a community-based team with the presence of criminal justice, social service, and neighborhood revitalization partners to implement the project.
4. Ensure that community residents are full partners in the process and offer ongoing community engagement and leadership building support.

¹³ The TTA provider will provide grantees with the full *Planning and Implementation Guide*; applicants can review the [key milestones](#) and [guidance for production of the Implementation Plan](#).

5. Collaborate with local law enforcement and a research partner to conduct an analysis of crime drivers and an assessment of needs and available resources.¹⁴
6. Develop a strategy that offers a range of approaches (enforcement, prevention, intervention) to address the identified crime drivers.
7. Establish effective partnerships both to provide solutions and commit resources to sustain what works.
8. *(For Category 2 applicants only)* Work closely with the BCJI TTA provider to implement a comprehensive and coordinated strategy.
9. *(For Category 2 applicants only)* Assess program implementation in collaboration with research partners, and plan for sustainment of effective strategies with private and public state, local, and tribal funding.
10. *(For Category 2 applicants only)* Produce a final written summary report outlining the project's goals, challenges, and achievements so as to share findings and lessons learned with the field.

The fiscal agent **must** commit to work with its partners to accomplish the following objectives¹⁵:

1. Ensure meaningful engagement of residents and other partners, including coordination in the development or implementation of a comprehensive and coordinated strategic plan. This should include mechanisms to engage residents.¹⁶
2. Demonstrate commitment of the partners, including the local law enforcement agency and a research partner, to support the data collection and analysis throughout the life of the grant.¹⁷
3. Demonstrate ability to coordinate and collaborate among service providers (e.g., by the formation of a diverse advisory board or cross-sector partnership team to address an identified problem).
4. Facilitate, as appropriate, collaboration with relevant local, state, or federal initiatives (e.g., National Youth Forum, Project Safe Neighborhoods, anti-gang programs, or other neighborhood revitalization programs) located in the jurisdiction or neighborhood that addresses issues that relate to the crime issues identified.
5. Support the planning and sustainment of the program through proactive program management tied to rigorous research and data analysis, program assessment, and leverage other funding and resources.
6. *(For Category 2 applicants only)* Ensure the production of the final written summary report.

Budget Information

Limitation on Use of Award Funds for Employee Compensation; Waiver

With respect to any award of more than \$250,000 made under this solicitation, recipients may not use federal funds to pay total cash compensation (salary plus cash bonuses) to any employee of the award recipient at a rate that exceeds 110 percent of the maximum annual

¹⁴ Both BJA and the BCJI TTA partner will provide existing and new BCJI grantees with tools, trainings, and resources that define researcher roles and responsibilities and demonstrate the value of these partnerships. See page 10 for some examples of the current resources.

¹⁵ Additional requirements for supporting materials and documentation, such as letters of support, are discussed on page 21, as part of the "What An Application Should Include: Additional Attachments."

¹⁶ This can include strategies such as surveys, focus groups, town halls, regularly scheduled community meetings, etc.).

¹⁷ Documentation should include signed agreements or memoranda of understanding, detailing roles and responsibilities for these partners.

salary payable to a member of the federal government's Senior Executive Service (SES) at an agency with a Certified SES Performance Appraisal System for that year. The 2014 salary table for SES employees is available at www.opm.gov/salary-tables. Note: A recipient may compensate an employee at a greater rate, provided the amount in excess of this compensation limitation is paid with non-federal funds. (Any such additional compensation will not be considered matching funds where match requirements apply.)

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

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

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

OJP strongly encourages applicants that propose to use award funds for any conference-, meeting-, or training-related activity to review carefully – before submitting an application – the OJP policy and guidance on “conference” approval, planning, and reporting available at www.ojp.gov/funding/confcost.htm. OJP policy and guidance (1) encourage minimization of conference, meeting, and training costs; (2) require prior written approval (which may affect project timelines) of most such costs for cooperative agreement recipients and of some such costs for grant recipients; and (3) set cost limits, including a general prohibition of all food and beverage costs.

Costs Associated with Language Assistance (if applicable)

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

For additional information, see the "Civil Rights Compliance" section of the OJP "Other Requirements for OJP Applications" web page at www.ojp.usdoj.gov/funding/other_requirements.htm.

Match Requirement

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

Subawards and Contracts

Subawards and contracts in excess of \$100,000 must be competed and applicants should plan accordingly.

Adequate Competition

As an award recipient or subrecipient, successful applicants must conduct all procurement transactions in an open, free, and fair competition. This requirement holds whether purchasing transactions are negotiated or competitively bid, and without regard to dollar value. See the [OJP Guide to Procurement Procedures](#) for more information.

- The Uniform Administrative Requirements codified in Title 2 Code of Federal Regulations (CFR) Part 215 (U.S Department of Justice [Title 28 CFR §66.36](#) and [Title 28 CFR §70.44](#)) require competition on contract awards.
- In the application, applicants should indicate that a competitive process will occur in which a contractor will be selected, but applicants may not name a specific contractor without competition.
- A commercial organization that is ineligible to receive a direct award under a specific appropriation or program cannot be named as a sole-source contractor in a grant application by an eligible applicant. The eligible applicant should indicate that a competitive process will occur in which a contractor will be selected, but a specific contractor cannot be named without competition. Under certain circumstances, however, this sole-source rule can be waived when the applicant can document that there is only one contractor qualified or available to perform the function. These circumstances should be discussed with a program manager's direct supervisor and an Office of General Counsel representative.

A sole-source procurement process may be used when the following can be documented:

- The item or service is available only from a single source;
- A true public exigency or emergency exists; or
- After competitive solicitation, competition is considered inadequate.

Award recipients cannot award a sole-source contract to an entity not eligible to be a direct recipient. For example, many grant program awards cannot be distributed to a commercial or for-profit organization as a sole source contractor if that organization is ineligible to receive a direct award under a specific appropriation or program.

For all sole-source procurements in excess of \$100,000, award recipients must receive prior approval from the awarding agency.

Performance Measures

To assist in fulfilling the Department's responsibilities under the Government Performance and Results Act of 1993 (GPRA), Public Law 103-62, and the GPRA Modernization Act of 2010, Public Law 111-352, applicants that receive funding under this solicitation must regularly provide data that measure the results of their work under this solicitation. Post award, recipients will be required to submit quarterly performance metrics through BJA's online Performance Measurement Tool (PMT), located at www.bjaperformancetools.org.

(Note: Due to ongoing review, the performance measures for this program may change slightly within the next year.)

Applicants should review the complete list of BCJI program performance measures at: www.bjaperformancetools.org/help/BCJIPerformanceIndicatorgrid.pdf

OJP does not require applicants to submit performance measures data with their applications. Instead, applicants should discuss in their application their proposed methods for collecting data for performance measures. Refer to the section “What an Application Should Include” below (on page 16) for additional information.

Note on Project Evaluations

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

Research, for the purposes of human subjects protections for OJP-funded programs, is defined as, “a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge” 28 C.F.R. § 46.102(d). For additional information on determining whether a proposed activity would constitute research, see the decision tree to assist applicants on the “Research and the Protection of Human Subjects” section of the OJP “Other Requirements for OJP Applications” web page (www.ojp.usdoj.gov/funding/other_requirements.htm). Applicants whose proposals may involve a research or statistical component also should review the “Confidentiality” section on that Web page.

What an Application Should Include

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

Moreover, applicants should anticipate that applications that are determined to be nonresponsive to the scope of the solicitation, or that do not include the application elements that BJA has designated to be critical, will neither proceed to peer review nor receive further consideration. Under this solicitation BJA has designated the following application elements as critical: Project Abstract, Program Narrative, Budget Detail Worksheet and Budget Narrative, and MOUs/Letters of Support. Applicants may combine the Budget Narrative and the Budget Detail Worksheet in one document. However, if an applicant submits only one budget document, it must contain **both** narrative and detail information.

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

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

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

2. Project Abstract

Applicants **must** provide an abstract identifying the applicant's name and project title. The abstract **must** include:

1. Identification of the target neighborhood/neighborhood boundaries **and** zip code(s)
2. Identification of whether the target neighborhood receives funding from other Department of Justice federal grant programs such as Project Safe Neighborhoods, Smart Policing Initiative, or Community Based Violence Prevention Program. In addition to the Department of Education's Promise Neighborhood; Department of Housing and Urban Development's Choice Neighborhood; a recipient of Department of Health and Human Services' Community Health Center grant; or a recipient of Department of the Treasury's Community Development Financial Institution (CDFI) funds. Further, applicants should indicate other federal investments that occur, serve, or overlap the target neighborhood.
3. A list of partners that comprise the cross-sector partnership.
4. A brief description of why the target neighborhood needs federal funds, including any crime data and/or community survey data about problems within the target location proposed for the grant.
5. Project goals.
6. A brief description of the proposed strategies to be implemented, including a short description of planning phase activities.
7. Total funding requested.
8. Other resources identified that will support the BCJI efforts.¹⁸

The abstract can be single-spaced, using a standard 12-point font (Times New Roman is preferred) with not less than 1-inch margins, and must not exceed 3 pages.

If the program abstract fails to comply with these length-related restrictions, BJA may consider such noncompliance in peer review and in final award decisions.

All project abstracts should follow the detailed template available at www.ojp.usdoj.gov/funding/Project_Abstract_Template.pdf.

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

¹⁸ Do not include these items in the budget. The purpose is to show support, but will not be tracked as a match.

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

Note: OJP may choose not to list a project that otherwise would have been included in a listing of promising but unfunded applications, should the abstract fail to meet the format and content requirements noted above and outlined in the project abstract template.

3. Program Narrative

The program narrative must respond to the solicitation and the Selection Criteria (1-4) in the order given. The program narrative must be double-spaced, using a standard 12-point font (Times New Roman is preferred) with no less than 1-inch margins, and must not exceed 15 pages. Number pages "1 of 15," "2 of 15," etc.

If the program narrative fails to comply with these length-related restrictions, BJA may consider such noncompliance in peer review and in final award decisions.

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

- a. Statement of the Problem
- b. Project Design and Implementation
- c. Capabilities and Competencies
- d. Plan for Collecting the Data Required for this Solicitation's Performance Measures and Sustainability
BJA does not require applicants to submit performance measures data with their application. Performance measures are included as an alert that *BJA* will require successful applicants to submit specific data as part of their reporting requirements. For the application, applicants should indicate an understanding of these requirements and discuss how they will gather the required data, should they receive funding.

4. Budget Detail Worksheet and Budget Narrative

a. Budget Detail Worksheet

A sample Budget Detail Worksheet can be found at www.ojp.gov/funding/forms/budget_detail.pdf. Applicants that submit their budget in a different format should include the budget categories listed in the sample budget worksheet.

For questions pertaining to budget and examples of allowable and unallowable costs, see the OJP Financial Guide at www.ojp.usdoj.gov/financialguide/index.htm.

b. Budget Narrative

Applicants must provide a budget and budget narrative in response to Selection Criteria 5. The fiscal agent will oversee project assessment and management with the research partner and coordinate efforts to leverage other resources and funding.

For Category 2 applicants only:

- To ensure a focus on these issues, the funding for the initial planning period will be limited to up to \$150,000. Of this, at least one-third and ideally as much as one-half will be committed to the initial data analysis, problem assessment, and identification of evidence-based practices by the research partner. The overall budget must also include costs for the ongoing research partner role throughout the entire grant period (both planning and implementation phases.)
- Applicants must budget funding to travel to DOJ-sponsored BCJI training meetings. Applicants should estimate the costs of travel and accommodations for up to three personnel to attend at least two meetings in Washington, D.C. during the life of the grant. Approval from BJA is required prior to any use of travel funds outside of Department of Justice-sponsored BCJI training meetings.

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

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

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

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

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

5. Indirect Cost Rate Agreement (if applicable)

Indirect costs are allowed only if the applicant has a federally approved indirect cost rate. (This requirement does not apply to units of local government.) Attach a copy of the federally approved indirect cost rate agreement to the application. Applicants that do not have an approved rate may request one through their cognizant federal agency, which will review all documentation and approve a rate for the applicant organization, or, if the applicant's accounting system permits, costs may be allocated in the direct cost categories. For assistance with identifying your cognizant agency, please contact the Customer Service Center at 1-800-458-0786 or at ask.ocfo@usdoj.gov. If DOJ is the cognizant federal agency,

applicants may obtain information needed to submit an indirect cost rate proposal at www.ojp.usdoj.gov/funding/pdfs/indirect_costs.pdf.

6. Tribal Authorizing Resolution (if applicable)

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

7. Additional Attachments

- **Time and Task Plan and Position Descriptions**

Attach a Time and Task Plan Timeline (with an estimated start date of October 1, 2014) with each project goal, related objective, activity, expected completion date, and responsible person or organization; and Position Descriptions for key positions. Do not include materials not requested in this attachment; additional material will not be reviewed.

- **Memorandums of Understanding (MOUs) and Letters of Support**

Each applicant must submit, as part of its application, a Memorandum of Understanding, signed by each individual, organization, or agency listed below (1-5). Each must:

- Describe each partner's financial and programmatic commitment.
- Describe how each partner's existing vision and current activities align with those of the BCJI cross-sector partnership.
- For MOUs from the law enforcement partner, include a commitment to provide crime and arrest data needed to complete the crime analysis described in this solicitation in addition to specific staff that will oversee this effort.

MOUs must be included from the following individuals/organizations:

1. Fiscal agent*
2. Local law enforcement agency
3. One cross-sector partner
4. One community leader

Applicants should provide Letters of Support from any other key members of the cross sector partnership team or other entities that will be key partners in the BCJI strategy.

*NOTE: To minimize duplication, if the fiscal agent is also the law enforcement agency, the MOU should indicate how the law enforcement agency will lead the effort and include the specified items listed above.

- **Research Partner Letter of Participation**

Qualifications, Expertise, and Letter of Participation

The Principal Investigator/Research Partner should provide a brief biographical statement about their qualifications in conducting field research. At a minimum, the letter should include the following: highest degree earned, year, and institution; years of experience in conducting research and evaluation (specifically as it relates to criminal justice and neighborhood revitalization topics); and a list of no more than three publications relevant to policing and/or evaluation. The Research Partner should demonstrate his/her expertise and knowledge of community-oriented, place-based crime strategies, evaluation methods, and describe any history of a relationship and familiarity with the police agency (has he/she worked with the fiscal agent and/or police agency in the past or is this a new endeavor.)

Additionally, the Research Partner should indicate its capacity to assist the police agency with data collection issues and analysis. The letter should include a brief paragraph about the evaluation methods that will be used for the project.

Memorandum of Agreement

If the application is selected to receive a grant award, the fiscal agent, police agency (if not the fiscal agent), and the Research Partner will be asked to include a Memorandum of Agreement about the specific roles, responsibilities, and expectations of the Research Partner. The MOA should be signed by the Research Partner and the designated officials within the fiscal agent and police department, if separate agencies.

- **Applicant Disclosure of Pending Applications**

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

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

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

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

Federal or State Funding Agency	Solicitation Name/Project Name	Name/Phone/E-mail for Point of Contact at Funding Agency
DOJ/COPS	COPS Hiring Program	Jane Doe, 202/000-0000; jane.doe@usdoj.gov

HHS/ Substance Abuse & Mental Health Services Administration	Drug Free Communities Mentoring Program/ North County Youth Mentoring Program	John Doe, 202/000-0000; john.doe@hhs.gov
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Applicants should include the table as a separate attachment, with the file name “Disclosure of Pending Applications,” to their application. Applicants that do not have pending applications as described above are to include a statement to this effect in the separate attachment page (e.g., “[Applicant Name on SF-424] does not have pending applications submitted within the last 12 months for federally funded grants or subgrants (including cooperative agreements) that include requests for funding to support the same project being proposed under this solicitation and will cover the identical cost items outlined in the budget narrative and worksheet in the application under this solicitation.”).

- **Research and Evaluation Independence and Integrity**

If a proposal involves research and/or evaluation, regardless of the proposal’s other merits, in order to receive funds, the applicant must demonstrate research/evaluation independence, including appropriate safeguards to ensure research/evaluation objectivity and integrity.

For purposes of this solicitation, research and evaluation independence and integrity pertains to ensuring that the design, conduct, or reporting of research and evaluation funded by BJA grants, cooperative agreements, or contracts will not be biased by any personal or financial conflict of interest on the part of the investigators responsible for the research and evaluation or on the part of the applicant organization. Conflicts can be either actual or apparent. Examples of potential investigator (or other personal) conflict situations may include those in which an investigator would be in a position to evaluate a spouse’s work product (actual conflict), or an investigator would be in a position to evaluate the work of a former colleague (potential apparent conflict). With regard to potential organizational conflicts of interest, as one example, generally an organization could not be given a grant to evaluate a project if that organization had itself provided substantial prior technical assistance to that project, as the organization in such an instance would appear to be evaluating the effectiveness of its own prior work. The key is whether a reasonable person understanding all of the facts would be able to have confidence that the results of any research or evaluation project are objective and reliable. Any outside personal or financial interest that casts doubt on that objectivity and reliability is a problem.

In the attachment dealing with research and evaluation independence and integrity, the applicant should explain the process and procedures that the applicant has put in place to identify and eliminate (or, at the very least, mitigate) potential personal or financial conflicts of interest on the part of its staff, consultants, and/or subrecipients. It should also identify any potential organizational conflicts of interest on the part of the applicant with regard to the proposed research/evaluation. If the applicant reasonably believes that no potential personal or organizational conflicts of interest exist, then the applicant should provide a brief narrative explanation of how and why it reached that conclusion. Documentation that may be helpful in this regard could include organizational codes of ethics/conduct or policies regarding organizational, personal, and financial conflicts of interest.

For situations in which potential personal or organizational conflicts of interest exist, in the attachment, the applicant should identify the safeguards the applicant has or will put in place to eliminate, mitigate, or otherwise address those conflicts of interest.

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

8. Accounting System and Financial Capability Questionnaire

Any applicant (other than an individual) that is a non-governmental entity and that has not received any award from OJP within the past 3 years must download, complete, and submit this [form](#).

Selection Criteria

1. Statement of the Problem (20 percent)

All applicants should explain limitations on funding the program adequately without federal assistance.

- Describe the nature and scope of crime in the targeted neighborhood, including identifying the number and location of the specific city blocks or other hot spots where a large proportion of crime or types of crime occur, as compared with crime rates in the overall jurisdiction. Provide any local/state data and a trend analysis **for the specific target area** (including data, Uniform Crime Reporting (UCR), calls for service, and survey results from target area residents) to support the discussion. Provide additional information about what is causing the crime to occur in the crime hot spots (e.g. the crime drivers).
- Describe the geographic boundaries of the targeted neighborhood, the zip code, as well as the population size and demographic make-up of the population of both the overall jurisdiction and the targeted neighborhood where the BCJI strategy is proposed.

Planning Applicants (Category 1) in addition to the above:

- Discuss the efforts (identifying any barriers or challenges) that have been made to date to design a strategic, collaborative, and community-oriented plan to reduce crime in a target neighborhood.

2. Project Design and Implementation (30 percent)

Planning Applicants (Category 1)

- Describe proposed planning activities and expected outcomes.
- Planning activities should include establishing a collaborative structure, with agreements between collaborative partners in place that address the organization and composition of the planning/oversight body; developing a statement of the program's goals, objectives,

and work plan agreed upon by collaborative partners; identifying a list of services and resources in the jurisdiction that can support the proposed project; and developing a data-driven strategy to inform programmatic strategies and monitor the impact of proposed programs.

Planning and Implementation Grantees (Category 2)

- Describe the strategy to address the specific crime problem identified by building a continuum of solutions that can include enforcement, prevention, intervention, and treatment strategies. The BCJI strategy does not need to address all crime issues, but should comprehensively address the specific neighborhood challenges identified in the statement of the problem.
- The project design and strategy should conform to the BCJI core program elements and should target the reduction and prevention of crime in the identified crime hot spots. The continuum of solutions must be based on the best available research and evidence-based policies and practices, where available, and can propose to employ research findings in a new way or to a new target population.¹⁹ The resources listed on page 10 provide an excellent catalog of evidence-based and promising practices that applicants are encouraged to incorporate into their strategy. Where there are gaps in knowledge, the applicant should incorporate data and innovation to develop new or revised strategies.
- Applicants must outline a comprehensive and coordinated strategy as outlined below. The summary narrative of the program strategy should be clearly tied and aligned with the Time and Task Plan.
 - A. **Goals and Objectives.** Identify the program goals and describe the “future vision” for the target neighborhood, specifically describing how this vision will address the problems and unmet needs identified in the Statement of the Problem. For each goal, identify the major objectives that are precise and measurable and identify strategies, programs, and policies to achieve the goals.
 - B. **Planning and Research Partner Role.** Describe how the planning period will be used to reach critical planning milestones; BCJI grantees will be guided through this phase with the BJA TTA provider’s Planning and Implementation guide. Examples of such milestones may include community and resident engagement, regular meetings with the research partner, data collection and analysis, building partnership and collaboration infrastructure, identification of crime reduction strategies budget revisions.
 - Describe specifically how the project will accomplish expected outcomes by providing the goals, objectives, and the performance measures applicable to the project. Include a comprehensive timeline that identifies milestones, numerically lists deliverables, and identifies who is responsible for each activity (Time and Task Plan attachment).

¹⁹ Resources on evidence-based programs and practices are available at both www.bja.gov/evaluation/evidence-based.htm and Crimesolutions.gov.

- Describe the research partner roles and responsibilities throughout the BCJI grant – both planning and implementation stages. At a minimum, the research partner should: assist in problem description and definition; participate in solution development; provide ongoing analysis, monitoring, and assessment of the solution(s) impact; and assist with the production of the final report.
- See page 10 under “**Helpful Resources: Finding Evidence-Based Strategies for Crime Reduction Including Examples of Successful Research-Practitioner Collaborations**” for useful guidance in establishing the roles and responsibilities of the research partner in your BCJI strategy.
- Describe and provide evidence of the types and quality of data sources available to the agency to conduct appropriate analysis. For example: does the agency have access to multiple sources of data (both internal and external to the agency) specific to the identified problem(s)?
- Does the agency have the ability to integrate data from different sources?

C. **Implementation Strategies and Activities (Category 2 Applicants ONLY).**

Describe the plan to implement the BCJI strategy, identifying the specific strategies and their activities that will be conducted to achieve proposed project goals and objectives.

Each strategy should fall within one of the following categories. See the definition of evidence on page 10 and research on page 9.

- **Evidence-Based Policies and Practices:** Describe each evidence-based policy or practice to be employed and how it responds to the issue or need as a place-based strategy and/or with the target population.
- **Research-Based Policies and Practices.** Where there is some promising research, discuss current knowledge and how the promising strategy will be replicated in a new location or offer strategic enhancements of an existing model by targeting a different population, or modifying it, seeking to build a stronger knowledge base.
- **Innovations:** Where there is very little research knowledge or an emerging issue, applicants should discuss new or innovative strategies or programs, policies, service practices, or other activities that are not well documented in the science literature for the emerging area of criminal justice.

D. **Resident Engagement.** For each activity/task, describe the strategy and operating structure for ensuring regular and meaningful engagement of neighborhood citizens.

3. **Capabilities and Competencies (25 percent)**

A cross-sector partnership must be in place and the applicant must demonstrate the neighborhood’s capacity, through the partnership, to implement the proposed strategy. The applicant entity must be able to serve as the fiscal agent and oversee coordination of a consortium of agencies, organizations, and community residents, including but not limited to, oversight of subawards of funding. The application must demonstrate, by citing specific

examples, its capacity, commitment, and support from residents in the community to serve as the lead fiscal agent. The application must specifically document capacity by providing the following information about the fiscal agent and the cross-sector partnership:

- A. Provide a list of the critical criminal justice, community, support service, and revitalization partners needed to implement the strategy. For each partner, describe the role to be played and the resources and contributions committed or to be committed. In particular, describe who will serve as the fiscal agent and who will oversee the required BCJI elements including research, data collection and analysis; planning and strategy development; community engagement; and law enforcement.

Demonstrate support of the local law enforcement agency and a research partner and include memorandums of understanding and letters of support.

- B. Discuss the capacity of each critical partner to implement the proposed strategies to improve community safety conditions for community residents, especially in the crime hot spots. This should include the enforcement, prevention, intervention, and revitalization strategies.
- C. Describe how the fiscal agent and cross-sector partnership will:
- Monitor strategy implementation and achievement of goals and objectives.
 - Manage day-to-day tasks and activities during implementation.
 - Manage and subaward BCJI funds.
 - Facilitate researcher/practitioner partnership, including how the partners will collect and analyze crime data required in this solicitation.
 - Govern changes or modifications to the strategy.
 - Ensure project and fiscal accountability.
 - Collect, collate, and submit timely performance data, semi-annual progress reports, and quarterly financial reports.
- D. Discuss capacity to lead resident and community outreach and engage in leadership building skills, including collaboration with community-based organizations. In particular, discuss any experience the partnership has working with neighborhood residents.
- E. Describe the fiscal agent's capacity to manage interagency, cross-sector partnerships to effectively implement place-based, community-oriented crime and community revitalization strategies.

4. Plan for Collecting the Data Required for this Solicitation's Performance Measures and Sustainability (15 percent)

For each strategy objective, identify the evaluation criteria that will determine how (for Category 1 applicants) and if (for Category 2 applicants) objectives have been successfully met and one or more specific measurable outcomes for each strategy objective and the data sources that will be used to determine whether or not the outcome was accomplished

All applicants should describe their current ability to collect and analyze community-level performance and outcome data and to conduct regular assessments of program service delivery and performance as described in the BCJI model. All applicants must indicate their willingness and ability to collect and report performance and outcome data through BJA's

Performance Measurement Tool (PMT) (no personally identifiable information shall be collected through the PMT). Applicants are expected to report on behalf of any subawardees.

Describe the process for measuring project performance. Identify who will collect the data, who is responsible for performance measurement, and how the information will be used to guide and assess the program. Describe the process to accurately report implementation findings.

Describe the steps the fiscal agent will take with the BCJI team to develop a performance management and evaluation plan. The plan should include strategies to collect data, review data, use data to improve program performance, and discuss how the BCJI team will work with the research partner including any evaluation plans.

For Category 2 Applicants (only): Sustainability Plan. Applicants must demonstrate the strategic leveraging of federal, state, local, and tribal funding streams sufficient to ensure sustainability. A sustainability plan acknowledges the intent of the BCJI collaborative partners to continue high impact activities beyond BCJI funding. When developing the sustainability plan, it is important that the cross-sector partnership remain thoughtful in identifying necessary resources and partners that support the strategy. Strong and effective sustainability plans are tied directly to strong, collaborative relationships with neighborhood partners that demonstrate the long-term commitment to the neighborhood change.

Outline a strategy for sustainment when the grant ends. Include a plan for any collaborative efforts that must be maintained to ensure the continued implementation of those projects. Provide a discussion of innovative approaches that will be used to maximize strategy impact and cost-effectiveness.

Define at what stage each project will be fully funded by sources other than BCJI and by what means this will occur. The applicant must show how much of the project costs are borne by BCJI funds. The information should reflect that a plan has been established to ensure the sustainment of each project.

5. Budget (10 Percent)

Budgets should be complete, cost effective, and allowable (e.g., reasonable, allocable, and necessary for project activities). Budget narratives should generally demonstrate how applicants will maximize cost effectiveness of grant expenditures. Budget narratives should demonstrate cost effectiveness in relation to potential alternatives and the goals of the project.²⁰

Planning Applicants (Category 1) must provide a proposed budget (up to 18 months) that includes proposed planning activities.

Planning and Implementation Applicants (Category 2) must provide a proposed budget (up to 36 months) that includes both planning and implementation phase activities. It must clarify which budget items will support the planning vs. implementation phases and separate itemized budget for each budget category (e.g., personnel, fringe benefits, travel, etc.).

²⁰ Generally speaking, a reasonable cost is a cost that, in its nature or amount, does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs.

Upon completion of the planning phase, applicants must submit with the implementation plan a revised budget that reflects expenditures for the total award amount and a separate itemized budget for each year of grant activity. While a match is not required, in-kind contributions are strongly encouraged and will provide evidence of the applicant's commitment and the increased potential for sustainability.

Applicants are expected to budget (travel and accommodations) for up to two trips for a minimum of three team members for BCJI conferences or trainings during the life of the grant. Because training location(s) are not known at this time, applicants should use Washington, D.C. for the budget estimate. BJA approval is required prior to any use of travel funds outside of DOJ-sponsored BCJI training meetings.

Review Process

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

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

The Office of the Chief Financial Officer, in consultation with BJA reviews applications for potential discretionary awards to evaluate the fiscal integrity and financial capability of applicants, examines proposed costs to determine if the Budget Detail Worksheet and Budget Narrative accurately explain project costs, and determines whether costs are reasonable, necessary, and allowable under applicable federal cost principles and agency regulations.

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

Additional Requirements

Applicants selected for awards must agree to comply with additional legal requirements upon acceptance of an award. OJP encourages applicants to review the information pertaining to these additional requirements prior to submitting an application. Additional information for each requirement can be found at www.ojp.usdoj.gov/funding/other_requirements.htm.

- Civil Rights Compliance

- Civil Rights Compliance Specific to State Administering Agencies
- Faith-Based and Other Community Organizations
- Confidentiality
- Research and the Protection of Human Subjects
- Anti-Lobbying Act
- Financial and Government Audit Requirements
- Reporting of Potential Fraud, Waste, and Abuse, and Similar Misconduct
- National Environmental Policy Act (NEPA)
- DOJ Information Technology Standards (if applicable)
- Single Point of Contact Review
- Non-Supplanting of State or 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 of 2006 (FFATA)
- Awards in Excess of \$5,000,000 – Federal Taxes Certification Requirement
- Active SAM Registration
- Policy and Guidance for Approval, Planning, and Reporting of Conferences (including Meetings and Trainings)
- OJP Training Guiding Principles for Grantees and Subgrantees

How to Apply

Applicants must register in, and submit applications through Grants.gov, a “one-stop storefront” to find federal funding opportunities and apply for funding. Find complete instructions on how to register and submit an application at www.Grants.gov. Applicants that experience technical difficulties during this process should call the Grants.gov Customer Support Hotline at **800-518-4726** or **606-545-5035**, 24 hours a day, 7 days a week, except federal holidays. Registering with Grants.gov is a one-time process; however, **processing delays may occur, and it can take several weeks** for first-time registrants to receive confirmation and a user password. OJP encourages applicants to **register several weeks before** the application submission deadline. In addition, OJP urges applicants to submit applications 72 hours prior to the application due date to allow time to receive validation messages or rejection notifications from Grants.gov, and to correct in a timely fashion any problems that may have caused a rejection notification.

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

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

Characters	Special Characters		
Upper case (A – Z)	Parenthesis ()	Curly braces { }	Square brackets []
Lower case (a – z)	Ampersand (&)	Tilde (~)	Exclamation point (!)
Number 0 – 9	Comma (,)	Semicolon (;)	Apostrophe (‘)
Underscore (_)	At sign (@)	Number sign (#)	Dollar sign (\$)
Hyphen (-)	Percent sign (%)	Plus sign (+)	Equal sign (=)
Space	When using the ampersand (&) in XML, applicants must use the “&amp;” format.		
Period (.)			

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

All applicants are required to complete the following steps:

- 1. Acquire a Data Universal Numbering System (DUNS) number.** In general, the Office of Management and Budget requires that all applicants (other than individuals) for federal funds include a DUNS number in their applications for a new award or a supplement to an existing award. A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and differentiating entities receiving federal funds. The identifier is used for tracking purposes and to validate address and point of contact information for federal assistance applicants, recipients, and subrecipients. The DUNS

number will be used throughout the grant life cycle. Obtaining a DUNS number is a free, one-time activity. Call Dun and Bradstreet at 866–705–5711 to obtain a DUNS number or apply online at www.dnb.com. A DUNS number is usually received within 1-2 business days.

2. **Acquire registration with the System for Award Management (SAM).** SAM is the repository for standard information about federal financial assistance applicants, recipients, and subrecipients. OJP requires all applicants (other than individuals) for federal financial assistance to maintain current registrations in the SAM database. Applicants must be registered in SAM to successfully register in Grants.gov. Applicants must **update or renew their SAM registration annually** to maintain an active status.

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

Information about SAM registration procedures can be accessed at www.sam.gov.

3. **Acquire an Authorized Organization Representative (AOR) and a Grants.gov username and password.** Complete the AOR profile on Grants.gov and create a username and password. The applicant organization's DUNS number must be used to complete this step. For more information about the registration process, go to www.grants.gov/web/grants/register.html.
4. **Acquire confirmation for the AOR from the E-Business Point of Contact (E-Biz POC).** The E-Biz POC at the applicant organization must log into Grants.gov to confirm the applicant organization's AOR. Note that an organization can have more than one AOR.
5. **Search for the funding opportunity on Grants.gov.** Use the following identifying information when searching for the funding opportunity on Grants.gov. The Catalog of Federal Domestic Assistance number for this solicitation is 16.817 titled "Byrne Criminal Justice Innovation Program," and the funding opportunity number is BJA-2014-3822.
6. **Select the correct Competition ID.** Some OJP solicitations posted to Grants.gov contain multiple purpose areas, denoted by the individual Competition ID. If applying to a solicitation with multiple Competition IDs, select the appropriate Competition ID for the intended purpose area of the application.
7. **Complete the Disclosure of Lobbying Activities.** All applicants must complete this information. Applicants that expend any funds for lobbying activities must provide the detailed information requested on the form *Disclosure of Lobbying Activities* (SF-LLL). Applicants that do not expend any funds for lobbying activities should enter "N/A" in the required highlighted fields.
8. **Submit a valid application consistent with this solicitation by following the directions in Grants.gov.** Within 24–48 hours after submitting the electronic application, the applicant should receive an e-mail validation message from Grants.gov. The message will state whether the application has been received and validated, or rejected due to errors, with an explanation. It is possible to first receive a message indicating that the application is received and then receive a rejection notice a few minutes or hours later. Submitting well ahead of the deadline provides time to correct the problem(s) that caused the rejection.

Important: OJP urges applicants to submit applications **at least 72 hours prior** to the application due date to allow time to receive validation messages or rejection notifications from Grants.gov, and to correct in a timely fashion any problems that may have caused a rejection notification.

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

Note: Duplicate Applications

If an applicant submits multiple versions of an application, BJA will review only the most recent valid version submitted.

Experiencing Unforeseen Grants.gov Technical Issues

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

The following conditions are generally insufficient to justify late submissions:

- failure to register in SAM or Grants.gov in sufficient time
- failure to follow Grants.gov instructions on how to register and apply as posted on its web site
- failure to follow each instruction in the OJP solicitation
- technical issues with the applicant's computer or information technology environment, including firewalls.

Notifications regarding known technical problems with Grants.gov, if any, are posted at the top of the OJP funding web page at www.ojp.usdoj.gov/funding/solicitations.htm.

Provide Feedback to OJP

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

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

If you are interested in being a reviewer for other OJP grant applications, please e-mail your

resume to ojppeerreview@imbps.com. The OJP Solicitation Feedback email account will not forward your resume. **Note:** Neither you nor anyone else from your organization can be a peer reviewer in a competition in which you or your organization have submitted an application.

Application Checklist

FY 2014 Byrne Criminal Justice Innovation Program

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

What an Applicant Should Do:

Prior to Registering in Grants.gov:

- _____ Acquire a DUNs Number (see page 31)
- _____ Acquire or renew registration with SAM (see page 32)

To Register with Grants.gov:

- _____ Acquire AOR and Grants.gov username/password (see page 32)
- _____ Acquire AOR confirmation from the E-Biz POC (see page 32)

To Find Funding Opportunity:

- _____ Search for the funding opportunity on Grants.gov (see page 32)
- _____ Download Funding Opportunity and Application Package (see page 32)
- _____ Sign up for Grants.gov email notifications (optional) (see page 31)
- _____ Read [Important Notice: Applying for Grants in Grants.gov](#)

General Requirements:

- _____ Review "[Other Requirements](#)" web page

Scope Requirement:

- _____ The federal amount requested is within the allowable limit.

Eligibility Requirement:

- _____ Eligible entities to serve as fiscal agent include units of state, local governments, non-profit organizations, and federally recognized Indian tribal governments as determined by the Secretary of the Interior
- _____ Applicant(s) meet the eligibility requirements listed on the title page.

What an Application Should Include:

- _____ Application for Federal Assistance (SF-424) (see page 18)
- _____ *Project Abstract (see page 18)
- _____ *Program Narrative (see page 19)
- _____ *Budget Detail Worksheet (see page 19)
- _____ *Budget Narrative (see page 19)
- _____ Employee Compensation Waiver request and justification (if applicable) (see page 14)
- _____ Read OJP policy and guidance on "conference" approval, planning, and reporting available at www.ojp.gov/funding/confcost.htm (see page 15)
- _____ Disclosure of Lobbying Activities (SF-LLL) (see page 32)
- _____ Indirect Cost Rate Agreement (if applicable) (see page 20)
- _____ Tribal Authorizing Resolution (if applicable) (see page 21)
- _____ Additional Attachments (see page 21)
 - _____ Time and Task Plan and Position Descriptions
 - _____ Project Timeline
 - _____ *MOUs/Letters of Support
 - _____ Research Partner Letter of Participation
 - _____ Applicant Disclosure of Pending Applications
 - _____ Research and Evaluation Independence and Integrity

_____ Accounting System and Financial Capability Questionnaire (if applicable) (see page 24)

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