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The [U.S. Department of Justice](#) (DOJ), [Office of Justice Programs](#) (OJP), Office of Juvenile Justice and Delinquency Prevention (OJJDP) is seeking applicants for its Fiscal Year (FY) 2011 Comprehensive Anti-Gang Strategies and Programs. This program furthers DOJ's mission by supporting evidence-based strategies in communities that coordinate prevention, intervention, enforcement, and reentry programs to reduce and control gang-related crime and violence.

## **OJJDP FY 2011 Comprehensive Anti-Gang Strategies and Programs**

### **Eligibility**

Applicants are limited to states (including territories), units of local government (including federally-recognized tribal governments, as determined by the Secretary of the Interior), nonprofit and for-profit organizations (including tribal nonprofit and for-profit organizations), and institutions of higher education (including tribal institutions of higher education). (See "Eligibility," page 3.)

OJJDP will give preference to applicants that have developed strong support within local government. Specifically, successful applicants from cities will be those that have signed letters of support from, at a minimum, their mayor, chief of police, and the local school superintendent and can show how the implementation of their community-based anti-gang strategy fits into their city's youth violence prevention plan.

### **Deadline**

Registration with [Grants.gov](#) is required prior to application submission. (See "How To Apply," page 10.) All applications are due by 11:59 p.m., Eastern Time, on March 11, 2011. (See "Deadlines: Registration and Application," page 3.)

### **Contact Information**

For technical assistance with submitting an application, call the Grants.gov Customer Support Hotline at 1-800-518-4726 or e-mail [support@grants.gov](mailto:support@grants.gov). Grants.gov Support Hotline hours of operation are 24 hours, 7 days a week, except federal holidays.

For assistance with any other requirements of this solicitation, call Dennis Mondoro at 202-514-3913 or e-mail [dennis.mondoro@usdoj.gov](mailto:dennis.mondoro@usdoj.gov).

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# OJJDP FY 2011 Comprehensive Anti-Gang Strategies and Programs (CFDA #16.544)

## Overview

Youth gangs continue to have a significant adverse impact on youth, families, and communities across America. A growing number of communities have adopted OJJDP's Comprehensive Gang Model, a multi-strategy, multidisciplinary approach that has proven to be effective in reducing gang activity. The OJJDP FY 2011 Comprehensive Anti-Gang Strategies and Programs solicitation provides funding for localities to support coordinated federal, state, and local partnerships to implement the following anti-gang programs: primary prevention, secondary prevention, gang intervention, and targeted gang enforcement. This program will be authorized by an act appropriating funds for the Department of Justice.

## Deadlines: Registration and Application

Registration with [Grants.gov](http://Grants.gov) is required prior to application submission. OJJDP encourages applicants to register several weeks before the application deadline of 11:59 p.m., Eastern Time, on March 11, 2011. See "How To Apply," page 10, for details.

## Eligibility

Applicants are limited to states (including territories), units of local government (including federally recognized tribal governments, as determined by the Secretary of the Interior), nonprofit and for-profit organizations (including tribal nonprofit and for-profit organizations), and institutions of higher education (including tribal institutions of higher education). For-profit organizations must agree to forgo any profit or management fee.

OJJDP welcomes joint applications from two or more eligible applicants; however, one applicant must be clearly indicated as the primary applicant (for correspondence, award, and financial management purposes) and the others listed as co-applicants.

Eligible applicants who propose to provide direct services to youth must not include youth who are age 18 or older in the population to be served.

## Program-Specific Information

### Purpose

Community-based gang prevention, intervention, and suppression should involve multiple organizations and programs working in partnership to deliver complementary services to a specific population in a targeted area. The Comprehensive Anti-Gang Strategies and Programs initiative provides communities with funds to: (1) hire a multi-strategy gang coordinator to coordinate existing community-based anti-gang programs and strategies that are closely aligned with local law enforcement efforts; (2) implement or enhance existing evidence-based gang

prevention, intervention, and suppression programs; and, (3) evaluate the implementation and impact of comprehensive community-based anti-gang strategies.

### **Goals, Objectives, and Deliverables**

The program's goal is to support the implementation of comprehensive community-based anti-gang strategies and to more efficiently coordinate the resources and activities that support them, thereby reducing gang activity in targeted communities.

Successful applicants must agree to hire or designate a full-time director/coordinator for the duration of the assessment process and implementation of the program. The position of director is a leadership position and reports directly to the Steering Committee/Policy Group. This person should possess strong supervisory, budget preparation, strategic planning, and personnel management skills; the ability to network effectively with a variety of organizations, including government agencies, law enforcement agencies, schools, social service agencies, courts/probation/corrections, and grassroots groups; a basic understanding of gang intervention, suppression, and prevention strategies and gang involvement. (If a project director has been selected, the applicant should provide a resume.)

Awards will support the coordination of community-based anti-gang initiatives that involve law enforcement as an essential partner. Other partners should include schools, social services, faith- and community-based organizations, and businesses.

Successful applicants will demonstrate that they are implementing community-based anti-gang activities consistent with all of the anti-gang strategies (i.e., The Comprehensive Gang Model) and programs described below using existing funding (see Readiness to Collaborate, Plan, and Implement the Model below). An effective anti-gang strategy must be based upon a thorough assessment of the local gang problem (see below). The response must be a comprehensive, long-term strategic approach that contains the spread of gang activity; protects those youth who are most susceptible, and mitigates those risk factors that foster gang activity. The four-pronged approach of an effective anti-gang strategy must include targeted enforcement of the most serious and chronic offenders, intervening with those youth who are already gang involved, preventing those youth who have been identified as being at high risk of entering a gang, and targeting the entire population in high-crime, high-risk areas through the implementation of programs that address risk and protective factors.

Award recipients will provide semi-annual progress reports that compare the status of existing partnerships and resource coordination with the baseline at the start of the project. Award recipients will participate in an all-sites meeting during the first 12 months of the project period to share the status of existing activities and coordination. OJJDP will convene a second all-sites meeting in the second 12 months of the project period, during which grant recipients will deliver written reports and presentations on their progress.

**Readiness to Collaborate, Plan, and Implement the Model.** Political leadership of the community and agencies that will collaborate in the proposed project must have publicly acknowledged that a gang problem exists in the community/target area. The applicant agency must be a unit of local government (law enforcement, school district, criminal justice agency, mayor's office, etc.) or a not-for-profit with a demonstrated track record for managing initiatives involving multiple collaborating organizations. (The applicant must describe prior or ongoing multiagency collaborations in juvenile justice, which need not necessarily be gang-related initiatives.) The applicant must have convened or will convene a group of policy makers and

leaders composed of law enforcement, criminal/juvenile justice, education, social services, and governmental entities and show intention to form an oversight mechanism (steering committee/task force/advisory council) to formulate strategies, allocate resources, and monitor progress. Members of this group should have the authority to commit their agencies to provide data for the assessment and participate in a joint planning process to address local gang problems. (The applicant should provide a list of committee members by name, title, and agency.) If not already in place, these agencies will execute memoranda of understanding describing their contributions to the project. (The applicant may attach, if available, meeting minutes, letters of support, or memoranda of understanding.)

**Gang Problem Assessment.** Prior to planning or commencing any gang-related programming, award recipients must conduct a community-wide assessment. The assessment process helps projects determine types and levels of gang activity, gang crime patterns, community perceptions, and service gaps. The assessment also assists the steering committee members in identifying target populations to be served and making the best use of available resources. Applicants selected to receive a grant may conduct a more comprehensive gang problem assessment. The following agencies must have committed, in writing to the Steering Committee, to participate in conducting a comprehensive gang assessment, providing relevant data, and producing an assessment that the Steering Committee will use for planning purposes:

- Primary local law enforcement agencies
- Local school district(s)
- Juvenile and/or adult probation and parole
- City or county social services and/or local providers
- City/county leaders
- Outreach agency, if available.

Conducting an assessment is the foundation for planning and implementing a successful comprehensive anti-gang strategy. Conducting an assessment can take from 6 to 12 months, including planning for data collection, collecting and analyzing data, and preparing the assessment report. (The applicant should provide a timeline for this phase.)

OJJDP strongly recommends the use of a research partner to assist with the assessment and measurement of progress. The applicant should provide information on the role envisioned for the research partner in collecting, analyzing, and reporting data. (Provide the resume of an identified research partner or job description if that person has not been identified.)

**The Comprehensive Gang Model.** The core strategies of this comprehensive approach to addressing community gang problems includes the following:

- **Community Mobilization.** Involvement of local citizens, including former gang-involved youth, community groups, agencies, and coordination of programs and staff functions within and across agencies.

- **Opportunities Provision.** Development of a variety of specific education, training, and employment programs targeting gang-involved youth.
- **Social Intervention.** Involving youth-serving agencies, schools, grassroots groups, faith-based organizations, police, and other juvenile/criminal justice organizations in reaching out to gang-involved youth and their families, and linking them with the conventional world and needed services.
- **Suppression.** Formal and informal social control procedures, including agencies of the juvenile/criminal justice system and community-based agencies, schools, and grassroots groups closely supervising and monitoring gang-involved youth.
- **Organizational Change and Development.** Development and implementation of policies and procedures that result in the most effective use of available and potential resources within and across agencies to better address the gang problem.
- **Anti-Gang Programs.** Gang activity is a complex social phenomenon that varies by age, degree of gang involvement, and severity of offending. Risk factors associated with the probability that a young person will join a gang run across family, school, peer, and community lines. Accordingly, no single program or strategy operating independently is likely to have a lasting effect in reducing gang activity. Comprehensive anti-gang strategies, however, coordinate multiple approaches in recognition that each strategy plays a role toward a coordinated effort. As previously noted, communities have adopted a broad range of programs to combat gang activity, many of which may be categorized as follows:
  - **Primary prevention** includes activities to reduce risk factors or increase protective factors among the entire population of youth and families in communities with significant levels of gang activity.
  - **Secondary prevention** includes programs and services to decrease the likelihood that youth who have already displayed early signs of problem behavior or who are exposed to multiple known risk factors for gang activity will join a gang. These services typically include some form of individual risk assessment and often focus on youth 7 to 14 years old and their families. Younger siblings and family members of gang-involved youth are particularly suitable for these services.
  - **Intervention with high-risk or gang-involved youth** includes community-based programs that balance the delivery of services and educational and employment opportunities with supervision and accountability. Intervention services typically involve outreach to youth and families, individual risk/needs assessment, case management, service referrals, coordinated service delivery, and supervision.
  - **Targeted gang enforcement** includes community-oriented and problem-oriented policing strategies with an emphasis on gangs and collaborative enforcement strategies involving probation and prosecution to target high-rate gang offenders, gang leaders, and serious violent offenders.

## Evidence-based Programs or Practices

OJP considers programs and practices to be evidence-based when their effectiveness has been demonstrated by causal evidence, generally obtained through 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.

Applicants may find additional information about evidence-based anti-gang strategies and programs in the *Best Practices To Address Community Gang Problems; OJJDP's Comprehensive Gang Model (Second Edition)* [www.ncjrs.gov/pdffiles1/ojjdp/231200.pdf](http://www.ncjrs.gov/pdffiles1/ojjdp/231200.pdf) and Strategic Planning Tool [www.nationalgangcenter.gov/About/Strategic-Planning-Tool](http://www.nationalgangcenter.gov/About/Strategic-Planning-Tool).

## Amount and Length of Awards

OJJDP will make awards for as much as \$750,000 for a 36-month award period. This amount is for the entire award period. OJJDP will make no additional awards in subsequent years.

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

OJJDP will enter into a cooperative agreement with the successful applicant. In furtherance of the goals and objectives described above, OJJDP's role will include the following tasks:

- reviewing and approving major work plans, including changes to such plans, and key decisions pertaining to project operations.
- reviewing and approving major project-generated documents and materials used in the provision of project services.
- providing guidance in significant project planning meetings and participating in project sponsored training events or conferences.

## 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, federal funds may not be used to pay total cash compensation (salary plus bonuses) to any employee of the award recipient at a rate that exceeds 110% of the maximum annual salary payable to a member of the federal government's Senior Executive Service (SES) at an agency with a Certified SES Performance Appraisal System for that year. (The 2011 salary table for SES employees is available at [www.opm.gov/oca/11tables/indexSES.asp](http://www.opm.gov/oca/11tables/indexSES.asp).) Note: A recipient may compensate an employee at a higher 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 limitation on compensation rates allowable under an award may be waived on an individual basis at the discretion of the Assistant Attorney General for OJP. Applicants who wish to request a waiver must include a detailed justification in the budget narrative of their applications. Unless applicants submit a waiver request and justification, they should anticipate that OJP will request that they adjust and resubmit their budget.

The justification should include the particular qualifications and expertise of the individual, the uniqueness of the service being provided, 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 that is to be done.

**Match Requirement.** Match is not required for this program.

## Performance Measures

To assist the Department in fulfilling its responsibilities under the Government Performance and Results Act (GPRA), Public Law 103-62, applicants that receive funding under this solicitation must provide data that measure the results of their work. Any award recipient will be required, post award, to provide the data requested in the “Data Grantee Provides” column so that OJP can calculate values for the “Performance Measures” column. Performance measures for this solicitation are as follows:

Objective	Performance Measures	Data Grantees Provide
<p>Program goals and objectives will depend upon the specific project funded and program areas identified.</p> <p>Grantees under this solicitation may fall under one or more of the three program areas: direct service, system improvement, and research and development. Specific measures for each program area are outlined in the third column.</p>	<p>Percentage of program youth who complete program requirements.</p> <p>Percentage of youth with whom an evidence-based program/practice was used.</p> <p>Percentage of youth who offend/reoffend.</p> <p>Percentage of youth who exhibit a desired change in the targeted behavior.</p> <p>Number of training requests received.</p> <p>Number of technical assistance requests received.</p>	<p>Number of youth served by program.</p> <p>Number of youth who complete program requirements.</p> <p>Number of youth with whom an evidence-based program/ practice was used.</p> <p>Number of youth who offend/reoffend, typically defined as a new arrest or court referral.</p> <p>Number of youth who exhibit a desired change in the targeted behavior, which will depend upon the program’s goals, activities, and target population.</p> <p>Number of training requests received.</p> <p>Number of technical assistance requests received. umber of program materials developed.</p>



	<p>Number of program materials developed.</p> <p>Number of planning or training events held.</p> <p>Number of people trained.</p> <p>Percentage of people exhibiting increased knowledge of the program area.</p> <p>Number of program policies changed and/or rescinded.</p> <p>Percentage of organizations reporting improvements in operations based on training and technical assistance.</p>	<p>Number of program materials developed.</p> <p>Number of planning or training events held.</p> <p>Number of people trained.</p> <p>Number of people (recipients of training/technical assistance) exhibiting increased knowledge of the program area (determined by pre- and post-testing).Number of program policies changed and/or rescinded.</p> <p>Number of organizations that receive training and technical assistance.</p> <p>Number of organizations reporting improvements in operations based on training and technical assistance.</p>
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Submission of performance measures data is not required for the application. Instead, applicants should discuss in their application their proposed methods for collecting data for performance measures. Refer to the section “What an Application Is Expected To Include,” page 12, for additional information.

## 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 to develop or contribute to generalizable knowledge) may constitute “research” for purposes of applicable DOJ human subjects protections. However, project evaluations that are intended to generate internal improvements to a program or service or 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 subject 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 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](http://www.ojp.usdoj.gov/funding/other_requirements.htm)). Applications whose proposals may involve a research or statistical component also should review the “Confidentiality” section on that Web page.

For more information about OJJDP performance measures, see [www.ojjdp.ncjrs.gov/grantees/pm/index.html](http://www.ojjdp.ncjrs.gov/grantees/pm/index.html).

## Notice of New Post-Award Reporting Requirements

Applicants should anticipate that all recipients (other than individuals) of awards of \$25,000 or more under this solicitation, consistent with the Federal Funding Accountability and Transparency Act of 2006 (FFATA), will be required to report award information on any first-tier subawards totaling \$25,000 or more, and, in certain cases, to report information on the names and total compensation of the five most highly compensated executives of the recipient and first-tier subrecipients. Each applicant entity must ensure that it has the necessary processes and systems in place to comply with the reporting requirements should it receive funding. Reports regarding subawards will be made through the FFATA Subaward Reporting System, found at [www.fsrs.gov](http://www.fsrs.gov).

Applicants should anticipate that no subaward of an award made under this solicitation may be made to a subrecipient (other than an individual) unless the potential subrecipient acquires and provides a Data Universal Numbering System (DUNS) number.

## How To Apply

Applications should be submitted through Grants.gov. Complete instructions on how to register and submit an application can be found at [www.grants.gov](http://www.grants.gov). Applicants who experience difficulties during this process should call the Grants.gov Customer Support Hotline at 1-800-518-4726. Hotline hours of operation are 24 hours, 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. OJJDP recommends that applicants register as early as possible to avoid delays in submitting their applications by the deadline.

All applicants are required to complete the following steps:

1. **Acquire a DUNS number.** A DUNS number is required for Grants.gov registration. OMB requires that all applicants for federal funds (other than individuals, who are exempt from this requirement) include a DUNS number in their applications for a new award or renewal of an existing award. A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and tracking entities receiving federal funds. The identifier is used 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. Obtain a DUNS number by calling 1-866-705-5711 or by applying online at [www.dnb.com](http://www.dnb.com).
2. **Acquire or Renew Registration with the Central Contractor Registration (CCR) Database.** OJP requires that all applicants (other than individuals) for federal financial assistance maintain current registrations in the Central Contractor Registration (CCR) database. An applicant must be registered in the CCR to successfully register in Grants.gov. The CCR database is the repository for standard information about federal financial assistance applicants, recipients, and subrecipients. Organizations that have previously submitted applications via Grants.gov are already registered with CCR. However, applicants

must update or renew their CCR registration annually to maintain an active status. Information about CCR registration procedures can be accessed at [www.ccr.gov](http://www.ccr.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. Applicants must use their organization's DUNS number to complete this step. For more information about the registration process, visit [www.grants.gov/applicants/get\\_registered.jsp](http://www.grants.gov/applicants/get_registered.jsp).
4. **Acquire Confirmation for the AOR from the E-Business Point of Contact (E-Biz POC).** The applicant's E-Biz POC must log into Grants.gov to confirm the organization's AOR. 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 16.544, titled "Youth Gang Prevention," and the funding opportunity number is OJJDP-2011-2893.
6. **Submit an Application Addressing All Solicitation Requirements.** Within 24–48 hours after submitting an electronic application, the applicant should receive an e-mail validation message from Grants.gov. The validation will state whether OJJDP has received and validated the application or rejected it, with an explanation. Important: OJJDP urges applicants to submit their applications at least 72 hours prior to the due date of the application to allow time to receive the validation message and to correct any problems that may have caused a rejection notification.

Grants.gov will forward the application to OJP's Grants Management System (GMS). GMS does not accept executable file types as application attachments. These disallowed file types include, but are not limited to, the following extensions: ".com," ".bat," ".exe," ".vbs," ".cfg," ".dat," ".db," ".dbf," ".dll," ".ini," ".log," ".ora," ".sys," and ".zip."

### **Grants.gov Technical Issues**

Applicants who experience unforeseen Grants.gov technical issues that prevent them from submitting their applications by the deadline must contact OJJDP staff within 24 hours after the deadline and request approval to submit their applications. At that time, OJJDP staff will instruct the applicant to submit specific information detailing the technical difficulties. The applicant must e-mail a description of their technical difficulties, a timeline of submission efforts, their complete grant application, their DUNS number, and Grants.gov Help Desk tracking numbers they have received. After OJJDP reviews the information and contacts the Grants.gov Help Desk to validate the technical issues reported, OJP will contact the applicant to inform them whether their request has been approved or denied. If OJJDP cannot validate the technical issues reported, the Office will reject the application as untimely.

To ensure a fair competition for limited discretionary funds, the following conditions are not valid reasons to permit late submissions: (1) failure to begin the registration process in sufficient time, (2) failure to follow Grants.gov instructions on how to register and apply as posted on its Web site, (3) failure to follow all of the instructions in the OJP solicitation, and (4) technical issues experienced with the applicant's computer or information technology environment.

Notifications regarding known technical problems with Grants.gov, if any, are posted at the top of the OJP funding Web page, [www.ojp.usdoj.gov/funding/solicitations.htm](http://www.ojp.usdoj.gov/funding/solicitations.htm).

## **What an Application Is Expected To Include**

This section describes what an application should include and sets out a number of elements. 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 OJJDP decide to make an award, it may result in OJJDP including special conditions that preclude access to or use of award funds pending satisfaction of the conditions.

Moreover, applicants should anticipate that some application elements are so critical that applications that do not respond to the scope of the solicitation, that do not meet the eligibility requirements, that do not request funding within the funding limit, that do not include a program narrative, budget detail worksheet, or a budget narrative will neither proceed to peer review nor receive further consideration.

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. OJP recommends that applicants include resumes in a single file.

### **Standard Form-424 (SF-424)**

The SF-424 is a standard form required for use as a cover sheet for submission of pre-applications, applications, and related information. Grants.gov and 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). Instructions on completing the SF-424 are available at [www07.grants.gov/assets/SF424Instructions.pdf](http://www07.grants.gov/assets/SF424Instructions.pdf).

### **Program Narrative**

Applicants must submit a program narrative that presents a detailed description of the purpose, goals, objectives, strategies, design, and management of the proposed program. The program narrative should be double-spaced with 1-inch margins, not exceeding 30 pages of 8½ by 11 inches, and use a standard 12-point font, preferably Times New Roman. Pages should be numbered "1 of 30," etc. The project abstract, tables, charts, pictures, etc., including all captions, legends, keys, subtext, etc., may be single-spaced, and will count in the 30-page limit. Material required under the "Budget and Budget Narrative" and "Other Attachments" sections will not count toward the program narrative page count. If the program narrative fails to comply with these length-related restrictions, noncompliance may be considered in peer review and in final award decisions.

The program narrative should address the following selection criteria: (1) statement of the problem, (2) performance measures requirements, (3) program design and implementation, and (4) capabilities/competencies. The applicant should clearly delineate the connections between and among each of these sections. For example, the applicant should derive the goals and objectives directly from the problems to be addressed. Similarly, the project design section

should clearly explain how the program's structure and activities will accomplish the goals and objectives identified in the previous section.

- **Statement of the Problem**

Applicants should briefly describe the nature and scope of the problem that the program will address (e.g., gang activity, underage drinking, drug abuse, truancy, youth employment, school performance, etc.). Data should be used to provide evidence that the problem exists, demonstrate the size and scope of the problem, and document the effects of the problem on the target population and the larger community. Applicants should describe any previous or current attempts to address the problem.

Applicants should describe any research or evaluation studies that relate to the problem and contribute to the applicant's understanding of its causes and potential solutions. While applicants are expected to review the research literature for relevant studies, they should also explore whether unpublished local sources of research or evaluation data are available.

The applicant should describe the gang problem using data that local agencies provide (versus national research on gangs or news clippings) and describe what, if any, prior strategies have been employed to deal with it.

**Project Abstract.** Applicants should include a project abstract as the first page of the program narrative, and it is included in the page limitation specified above. The abstract should not exceed 200 words and briefly describe the project's purpose, identify the population to be served, and summarize the activities that the applicant will implement to achieve the project's goals and objectives. These goals and objectives should focus on short-term and intermediate outcomes (see "Performance Measures Requirements," below). The abstract should describe how the applicant will measure progress toward these goals.

**SMART.** All applicants must register with OJJDP's Socioeconomic Mapping and Resource Topography (SMART) system at [smart.gismapping.info](http://smart.gismapping.info). Applicants must demonstrate that they have queried the SMART system to determine program placement in a community facing significant need. Maps and reports generated that support the problem identified in this section should be submitted as attachments to the application. If the SMART system does not provide the most recent data or information to validate the problem, additional data points (e.g., local incidents of crime or community resources), as identified by the applicant, may be submitted instead (see "Other Attachments," page 16). Instructions specific to the FY 2011 solicitations will be posted on the home page of the SMART site. For questions about the SMART system, contact Dennis Mondoro at 202-514-3913 or [dennis.mondoro@usdoj.gov](mailto:dennis.mondoro@usdoj.gov).

- **Performance Measures Requirements**

Applicants should describe the goals of the proposed program and identify its objectives. When formulating the program's goals and objectives, applicants must be cognizant of the performance measures that will be required of successful applicants.

**Goals.** Applicants should describe the program's intent to reduce or eliminate the community's gang problem and outline the project's goals.

**Program Objectives.** Applicants should explain how the program will accomplish its goals. Objectives are specific, quantifiable statements of the project's desired results. They should be

clearly linked to the problem identified in the preceding section and measurable. (Examples of measurable objectives include the following: to provide school-based and community services for 40 youth returning from commitment, to increase the percentage of youth who successfully complete their current academic grade, or to expand counseling services to cover an additional 50 at-risk youth.)

**Performance Measures.** Award recipients are required to report data in support of mandated performance measures for this solicitation (see "Performance Measures," page 8.) OJJDP does not require applicants to submit performance measures data with their applications. Applicants should describe the steps they will take to assemble the information needed to comply with OJJDP's performance measures reporting requirements. Award recipients will be encouraged to use information from existing program records to fulfill performance measures reporting requirements, rather than initiating new data collection activities for this purpose. To ensure confidentiality of program records, award recipients will also be required to submit a completed Privacy Certificate post-award. (See [www.ojjdp.ncjrs.gov/grantees/pm/faq.html](http://www.ojjdp.ncjrs.gov/grantees/pm/faq.html) for more information).

- **Project/Program Design/Implementation**

Applicants should detail how the project will operate throughout the funding period and describe the strategies that they will use to achieve the goals and objectives identified in the previous section. Applicants are encouraged to select evidence-based practices for their programs and adopt a project design that will facilitate the gathering of data on the required performance measures.

This section should also include details regarding any leveraged resources (cash or in-kind) from local sources to support the project and discuss plans for sustainability beyond the grant period.

Applicants should identify any other federal, state, or private foundation grants that serve the same local area and target population.

**Logic Model.** Applicants should include a logic model that graphically illustrates how the performance measures are related to the project's problems, goals, objectives, and design. Sample logic models are available at [ojjdp.ncjrs.gov/grantees/performance.html](http://ojjdp.ncjrs.gov/grantees/performance.html). The logic model should be submitted as a separate attachment, as stipulated in "Other Attachments," page 16.

**Timeline.** Applicants should submit a timeline or milestone chart that indicates major tasks, assigns responsibility for each, and plots completion of each task by month or quarter for the duration of the award, using "Year 1," "Month 1," "Quarter 1," etc., not calendar dates (see "Sample Project Timelines" at [ojjdp.ncjrs.gov/grantees/timelines.html](http://ojjdp.ncjrs.gov/grantees/timelines.html)). The timeline should be submitted as a separate attachment, as stipulated in "Other Attachments," page 16. On receipt of an award, the timeline may be revised based on training and technical assistance provided by OJJDP.

- **Capabilities/Competencies**

Applicants should describe the roles and responsibilities of project staff and explain the program's organizational structure and operations. Management and staffing patterns should be clearly connected to the project design described in the previous section. This section should



describe the experience and capability of the applicant's organization and any contractors that the applicant will use to implement and manage this effort and its associated federal funding, highlighting any previous experience implementing projects of similar design or magnitude.

**Letters of Support/Memoranda of Understanding.** If submitting a joint application, as described under "Eligibility," page 3, applicants must provide signed and dated letters of support or memoranda of understanding for all key partners that include the following:

- expression of support for the program and a statement of willingness to participate and collaborate with it.
- description of the partner's current role and responsibilities in the planning process and expected responsibilities when the program is operational.
- estimate of the percent of time that the partner will devote to the planning and operation of the project.

### **Budget Detail Worksheet and Budget Narrative**

Applicants should provide a budget that (1) is complete, allowable, and cost effective in relation to the proposed activities; (2) shows the cost calculations demonstrating how they arrived at the total amount requested; and (3) provides a brief supporting narrative to link costs with project activities. The budget should cover the entire award period.

- **Budget Detail Worksheet**

The worksheet should provide the detailed computation for each budget line item, listing the cost of each and showing how the applicant calculated it. For example, costs for personnel should show the annual salary rate and the percentage of time devoted to the project for each employee paid through grant funds. The budget detail worksheet should present a complete and detailed itemization of all proposed costs.

A sample Budget Detail Worksheet can be found at [www.ojp.gov/funding/forms/budget\\_detail.pdf](http://www.ojp.gov/funding/forms/budget_detail.pdf). If the applicant submits a budget in a different format, the budget categories listed in the sample budget worksheet should be included.

- **Budget Narrative**

The Budget Narrative should thoroughly and clearly describe every category of expense listed in the Budget Detail Worksheet. The narrative should be mathematically sound and correspond with the information and figures provided in the Budget Detail Worksheet. The narrative should explain how all costs were estimated and calculated 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.

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](http://www.ojp.usdoj.gov/financialguide/index.htm)

### **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.) A copy of the rate approval should be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant federal agency, which will review all documentation and approve a rate for the applicant organization or, if the applicant's accounting system permits, costs may be allocated in the direct cost categories. If DOJ is the cognizant federal agency, obtain information needed to submit an indirect cost rate proposal at [www.ojp.usdoj.gov/financialguide/part3/part3chap17.htm](http://www.ojp.usdoj.gov/financialguide/part3/part3chap17.htm).

### **Tribal Authorizing Resolution (if applicable)**

If an application is being submitted by either (1) a tribe or tribal organization, or (2) by a third party proposing to provide direct services or assistance to residents on tribal lands, then a current authorizing resolution of the governing body of the tribal entity or other enactment of the tribal council or comparable governing body authorizing the inclusion of the tribe or tribal organization and its residents should be included with the application. In those instances where an organization or consortium of tribes proposes to apply for a grant on behalf of a tribe or multiple specific tribes, then the application should include a resolution from all tribes that will be included as a part of the services/assistance provided 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 authorizing resolution or other enactment of each tribal governing body) may submit a copy of its consortium bylaws with the application in lieu of tribal resolutions.

### **Other Attachments**

Applicants should submit the following information, as stipulated in the cited pages, as attachments to their application. While the materials listed below are not assigned specific point values, peer reviewers will, as appropriate, consider these items when rating applications. For example, reviewers will consider résumés when assessing "Capabilities/Competencies." Peer reviewers will not consider any additional information that the applicant submits other than that specified below.

- SMART data (see "SMART," page 13)
- logic model (see "Logic Model," page 14)
- timeline or milestone chart (see "Timeline," page 14)
- résumés of all key personnel (see page 4)
- job descriptions outlining roles and responsibilities for all key positions
- letters of support/memoranda of understanding from partner organizations (see "Letters of Support/Memoranda of Understanding," page 15)
- evidence of nonprofit status, e.g., copy of tax exemption letter from the Internal Revenue Service



- evidence of for-profit status, e.g., copy of articles of incorporation
- list of Steering Committee members
- timeline for the completion of a Gang Problem Assessment (see page 5)
- city's youth violence prevention plan, if applicable.

### **Other Standard Forms**

Additional forms that may be required in connection with an award are available with their instructions on OJP's funding page at [www.ojp.usdoj.gov/funding/forms.htm](http://www.ojp.usdoj.gov/funding/forms.htm). For successful applicants, receipt of funds may be contingent upon submission of all necessary forms. Note in particular the following forms:

- [Accounting System and Financial Capability Questionnaire](#) (required for 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; this form must be downloaded, completed, and then uploaded)
- [Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements](#) (required for any applicant that expends any funds for lobbying activities; this form must be downloaded, completed, and then uploaded)
- [Disclosure of Lobbying Activities](#) (required for any applicant that expends any funds for lobbying activities; this form must be downloaded, completed, and then uploaded)
- [Standard Assurances](#) (required to be submitted in GMS prior to the receipt of any award funds)

### **Selection Criteria**

OJJDP will rate applications that proceed to peer review on a 100-point scale, based on the following point values for the selection criteria:

1. Statement of the Problem (20 points)
2. Performance Measures Requirements (15 points)
3. Program Design and Implementation (35 points)
4. Capabilities and Competencies (20 points)
5. Budget (10 points)

See "What an Application Is Expected To Include," page 12, for descriptions of the above criteria.

### **Review Process**

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

Peer reviewers will review the applications submitted under this solicitation that meet basic minimum requirements. OJJDP may use either internal peer reviewers, external peer reviewers, or a combination to review the applications under this solicitation. An external peer reviewer is an expert in the field of the subject matter of a given solicitation who is not a current U.S. Department of Justice employee. An internal reviewer is a current U.S. Department of Justice employee who is well versed or has expertise in the subject matter of this solicitation. A peer review panel will evaluate, score, and rate all eligible applications. 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 OJJDP, conducts a financial review of 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 (AAG), who also may give consideration to 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 strongly encourages applicants to review the information pertaining to these additional requirements prior to submitting an application. Find additional information for each requirement at [www.ojp.usdoj.gov/funding/other\\_requirements.htm](http://www.ojp.usdoj.gov/funding/other_requirements.htm).

- Civil Rights Compliance
- Faith-Based and Other Community Organizations
- Confidentiality
- Research and the Protection of Human Subjects
- Anti-Lobbying Act
- Financial and Government Audit Requirements
- 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
- Nonprofit Organizations
- For-profit Organizations
- Government Performance and Results Act (GPRA)
- Rights in Intellectual Property
- Federal Funding Accountability and Transparency Act (FFATA) of 2006
- Awards in Excess of \$5,000,000 – Federal Taxes Certification Requirement
- Active CCR Registration

## Appendix: Application Checklist

### FY2011 Comprehensive Anti-Gang Strategies and Programs

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

#### Eligibility Requirement:

\_\_\_\_\_ The federal amount requested is within the allowable limits of \$750,000.

#### What an Application Is Expected To Include:

\_\_\_\_\_ Application for Federal Assistance (SF-424) (see page 12)

\_\_\_\_\_ Program Narrative (see page 12)

\_\_\_\_\_ Format (double spaced, 12-point standard font, 1" standard margins. narrative is 30 pages or less)

\_\_\_\_\_ Statement of the Problem

\_\_\_\_\_ Performance Measures Requirements

\_\_\_\_\_ Program Design and Implementation

\_\_\_\_\_ Capabilities/Competencies

\_\_\_\_\_ Budget Detail Worksheet and Budget Narrative (see page 15)

\_\_\_\_\_ Indirect Cost Rate Agreement (if applicable) (see page 16)

\_\_\_\_\_ Tribal Authorizing Resolution (if applicable) (see page 16)

\_\_\_\_\_ Additional Attachments (see page 16)

\_\_\_\_\_ SMART data

\_\_\_\_\_ logic model

\_\_\_\_\_ timeline or milestone chart

\_\_\_\_\_ résumés of all key personnel

\_\_\_\_\_ job descriptions for all key positions

\_\_\_\_\_ letters of support/MOUs from partner organizations

\_\_\_\_\_ evidence of nonprofit status e.g., copy of articles of incorporation, if applicable

\_\_\_\_\_ evidence of for-profit status e.g., copy of tax exemption letter from the Internal Revenue Service, if applicable

\_\_\_\_\_ Other Standard Forms, Certifications, and Other Components (see page 17), including:

\_\_\_\_\_ DUNS number

\_\_\_\_\_ CCR registration

\_\_\_\_\_ Certifications

\_\_\_\_\_ Disclosure of lobbying activities (if applicable)

\_\_\_\_\_ Accounting System and Financial Capability Questionnaire (if applicable)