



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

Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods) FY 2012 Competitive Grant Announcement

Eligibility

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

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

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

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

Category 3: USAO district populations under 2 million.

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

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

Deadline

Applicants must register with Grants.gov prior to submitting an application. (See "How To Apply," page 12.) All applications are due by 11:59 p.m. eastern time on **June 14, 2012**. (See "Deadlines: Registration and Application," page 4.)

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

Note: [Grants.gov](http://grants.gov) Support Hotline hours of operation are 24 hours a day, 7 days a week, except federal holidays.

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 by [live web chat](#). 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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Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods) (CFDA #16.609)

Overview

Project Safe Neighborhoods (PSN) is designed to create safer neighborhoods through a sustained reduction in crime associated with gang and gun violence. The program's effectiveness is based on the cooperation of local, state, and federal agencies engaged in a unified approach led by the U.S. Attorney (USA) in each district. The USA is responsible for establishing a collaborative PSN task force of federal, state, and local law enforcement and other community members to implement gang and gun crime enforcement, intervention and prevention initiatives within the district. Through the PSN task force, the USA will implement the five design features of PSN—partnerships, strategic planning, training, outreach, and accountability—to address specific gun and gang crime problems in that district. Details on the five design features (also referred to as core elements) can be found later in this grant announcement and online at www.ncjrs.gov/html/bja/205263/.

The Department of Justice has transitioned the PSN program from a formula-based allocation of funding to a competitive-based program. In a competitive environment, “need” and use of more effective, intelligence- and data-driven strategies will be key factors for funding selections, in addition to performance results and other factors. Therefore, grant awards for FY 2012 will be made through a competitive process to encourage and focus funding in high-performing and evidence-based programs where the need is greatest. This initiative is authorized by the Consolidated and Further Continuing Appropriations Act, 2012.

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. The deadline to apply for funding under this announcement is 11:59 p.m. eastern time on **June 14, 2012**. See the “How To Apply” section on page 12 for more details. Note that while the deadline for submission is 11:59 p.m. eastern time on **June 14, 2012**, staff assistance through the BJA Justice Information Center is only available until 8:00 p.m. eastern time (see “Contact Information” on the page 2 for more information about BJA’s Justice Information Center).

Eligibility

Refer to the title page for eligibility under this program.

PSN—Specific Information

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

- A statistical analysis of PSN target cities indicated a 4.1 percent decline in violent crime compared to 0.9 percent decline in non-target cities.
- Of the PSN sites for which case studies were conducted, 8 out of 10 experienced statistically significant reductions in violent crime, ranging from 2 percent to 42 percent.

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

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

Required PSN Design Features

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

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

2. Strategic Planning and Research Integration: PSN is a problem-solving program, based on a strategic planning process in which jurisdictions should define the specific components of their gun and/or gang violence problem with the help of research data and design focused strategies to target these problem components through enforcement/prosecution, deterrence, and prevention. Recognizing that crime problems, including gun and gang violence, illegal drug sales and distribution, as well as other violent crime, vary from community to community across

¹ McGarrell, E.F., et al. February 2009. "Project Safe Neighborhoods - A National Program to Reduce Gun Crime: Final Project Report." Final Report submitted to the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice.

the United States, PSN includes a commitment to tailor the program to the local crime issue and to be intelligence-led and data-driven.

Specifically, PSN strongly encourages the inclusion of a local research partner to work with the PSN task force to analyze the local crime problem and help develop a proactive plan for crime reduction. The goal for the research partner is to assist the task force through analysis of crime patterns and trends that could help the task force focus resources on the most serious people, places, and contexts of violence. The research partner should bring evidence-based practices to the task force discussions of crime reduction strategies. The inclusion of the research partner is also intended to assist in the ongoing assessment of data in order to provide feedback to the task force. MSU's findings suggested that the extent to which a PSN task force was able to, and did, rely upon and integrate research partners and available data into its decision making matrix, improved the effectiveness of the PSN strategy. MSU found that overall, PSN task forces appeared to operate more effectively when they consistently obtained quality data from reliable research partners.

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

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

4. Outreach: This PSN component involves both local and national outreach efforts. Locally, districts should be sending a deterrent message to would-be criminals stressing “hard time for gun and gang-related crime,” with simultaneous promotion of educational, intervention/prevention, reentry, and employment alternatives. The increased sanctions would have the most impact if accompanied with a media campaign to communicate the message of the likelihood of federal prosecution for illegal possession and use of a gun.

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

Leveraging Other Resources in FY 2012 and Beyond

PSN should be a part of an overall comprehensive community strategy. In light of reduced federal grant dollars in FY 2012 and in the future, applicants are encouraged to leverage other federal grant dollars and existing grant resources already in the community, and to partner with

a research partner to conduct an impact evaluation to determine the results of the PSN program which may help in securing longer-term funding and sustaining the program locally.

Assistance of BJA's Training and Technical Assistance Provider

Successful applicants will work closely with MSU, one of BJA's national PSN training and technical assistance (TTA) partners, to assist districts with incorporating intelligence-led, research-based policing as a fundamental element in their response to crime. MSU works directly with BJA to provide TTA information sharing sessions, facilitate peer-to-peer exchanges of information, administer targeted subject matter expertise that is relevant to specific PSN and other violence reduction programs. A listing of additional PSN TTA providers can be found at: www.bja.gov/ProgramDetails.aspx?Program_ID=74.

Deconfliction and Officer Safety

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

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

Goals and Objectives

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

Evidence-Based Programs or Practices

OJP 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

² In terms of information sharing, training and equipment, applicants should note that the DOJ-funded Regional Information Sharing Systems (RISS) Program provides state, local, tribal and federal law enforcement agencies with secure methods for sharing criminal intelligence information, no-cost analytic services, training and loans of specialized investigative equipment and confidential funds. RISS membership fees are allowable costs under this program. More on RISS can be found at www.riss.net.

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.

Amount and Length of Awards

BJA anticipates that it will make approximately 12 awards. Awards will be made for a period of up to 24 months.

- **Category 1 (Competition ID: BJA-2012-3303):** USAO district populations of 5 million or more. Contingent upon the availability of funds, awards of up to \$500,000 will be made.
- **Category 2 (Competition ID: BJA-2012-3304):** USAO district populations of 2 million – 4,999,999. Contingent upon the availability of funds, awards of up to \$300,000 will be made.
- **Category 3 (Competition ID: BJA-2012-3305):** USAO district populations under 2 million. Contingent upon the availability of funds, awards of up to \$150,000 will be made.
- **Category 4 (Competition ID: BJA-2012-3306):** Federally recognized American Indian tribes and Alaska Native tribes, and/or tribal organizations. Contingent upon the availability of funds, awards of up to \$150,000 will be made.

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

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 percent of the maximum annual salary payable to a member of the Federal Government's Senior Executive Service (SES) at an agency with a Certified SES Performance Appraisal System for that year. The 2012 salary table for SES employees is available at www.opm.gov/oca/12tables/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 (AAG) for OJP. An applicant requesting a waiver should include a detailed justification in the budget narrative of its 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 its 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 to be done.

Minimization of Conference Costs

No OJP funding can be used to purchase food and/or beverages for any meeting, conference, training, or other event. Exceptions to this restriction may be made only in cases where such sustenance is not otherwise available (i.e., extremely remote areas), or where a special presentation at a conference requires a plenary address where there is no other time for sustenance to be obtained. Such an exception would require prior approval from OJP. This restriction does not apply to water provided at no cost, but does apply to any and all other refreshments, regardless of the size or nature of the meeting. Additionally, this restriction does not impact direct payment of per diem amounts to individuals in a travel status under your organization's travel policy.

Updated Department of Justice and OJP guidance on conference planning, minimization of costs, and conference cost reporting will be forthcoming and will be accessible on the OJP web site at www.ojp.usdoj.gov/funding/funding.htm.

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 by individuals with limited English proficiency may be allowable costs. 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 (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, the match amount incorporated into the OJP-approved budget becomes mandatory and subject to audit.

Performance Measures

To assist the Department in fulfilling its responsibilities under the Government Performance and Results Act of 1993 (GPRA), Public Law 103-62, and the GPRA Modernization Act of 2010, Public Law 111-352, applicants that receive funding under this solicitation must provide data that measure the results of their work done under this solicitation. 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 Grantee Provides
To create safer neighborhoods by reducing gun violence and gun crime, and sustaining that reduction.	Percentage of targeted PSN sites reporting a reduction over the previous year in the number of homicides with a firearm.	Number of homicides with a firearm experienced during the current reporting period within the targeted PSN site. Number of targeted PSN sites.

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

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

- A. An association of three or more individuals; whose members collectively identify themselves by adopting a group identity which they use to create an atmosphere of fear or intimidation, frequently by employing one or more of the following: a common name, slogan, identifying sign, symbol, tattoo or other physical marking, style or color of clothing, hairstyle, hand sign, or graffiti;
- B. Whose purpose, in part, is to engage in criminal activity and which uses violence or intimidation to further its criminal objectives;
- C. Whose members engage in criminal activity, or acts of juvenile delinquency that if committed by an adult would be crimes, with the intent to enhance or preserve the association's power, reputation, or economic resources.

D. The association may also possess some of the following characteristics:

1. The members may employ rules for joining and operating within the association;
2. The members may meet on a recurring basis;
3. The association may provide physical protection of its members from others;
4. The association may seek to exercise control over a particular geographic location or region, or it may simply defend its perceived interests against rivals;
5. The association may have an identifiable structure.

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

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. Please refer to the section "What an Application Should Include" on page 14 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.

Notice of Post-Award FFATA Reporting Requirement

Applicants should anticipate that OJP will require 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), 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 (FSRS), found at www.fsrs.gov.

Note also that 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 will be submitted through Grants.gov. Grants.gov is a “one-stop storefront” that provides a unified process for all customers of federal awards to find funding opportunities and apply for funding. Complete instructions on how to register and submit an application can be found at www.Grants.gov. If the applicant experiences technical difficulties at any point during this process, 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 up to several weeks** for first-time registrants to receive confirmation and a user password. OJP highly recommends that applicants start the registration process as early as possible to prevent delays in submitting an application package by the specified application deadline.

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 renewal of an existing award. A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and keeping track of 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. Obtain a DUNS number by calling Dun and Bradstreet at 866-705-5711 or by applying online at www.dnb.com. A DUNS number is usually received within 1-2 business days.
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 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, as it is a requirement for Grants.gov registration. Note, however, that 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.
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/applicants/get_registered.jsp.

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 there can be more than one AOR for the organization.
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 (CFDA) number for this solicitation is 16.609, titled "Violent Gang and Gun Crime Reduction Program," and the funding opportunity number is BJA-2012-3302.
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. An applicant that expends any funds for lobbying activities must provide the detailed information requested on the form, *Disclosure of Lobbying Activities*, (SF-LLL). An applicant that does not expend any funds for lobbying activities should enter "N/A" in the required highlighted fields.
8. **Submit an 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 validation message will state whether the application has been received and validated, or rejected, with an explanation. **Important:** Applicants are urged to submit 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.

Note: 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."

Note: Duplicate Applications

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

Experiencing Unforeseen Grants.gov Technical Issues

If an applicant experiences unforeseen Grants.gov technical issues beyond the applicant's control that prevent submission of its application by the deadline, the applicant must e-mail the BJA Justice Information Center (see page 2 for contact information) **within 24 hours after the application deadline** and request approval to submit its application. The applicant must include in the e-mail: a description of the technical difficulties, a timeline of submission efforts, the complete grant application, the applicant DUNS number, and Grants.gov Help Desk tracking

number(s) the applicant has received. **Note: Requests are not automatically approved by BJA.** After the program office reviews all of the information submitted, and contacts the Grants.gov Help Desk to validate the technical issues reported, OJP will contact the applicant to either approve or deny the request to submit a late application. If the technical issues reported cannot be validated, the application will be rejected as untimely.

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 (IT) 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.

What an Application Should Include

Applicants should anticipate that failure to submit an application that contains all of the specified elements may negatively affect the review of the application; and, should a decision be made to make an award, it may result in the inclusion of special conditions that preclude access to or use of award funds pending satisfaction of the conditions.

Moreover, applicants should anticipate that applications that are unresponsive to the scope of the solicitation, or that do not include application elements designated by the BJA to be critical, will neither proceed to peer review nor receive further consideration. Under this solicitation, BJA has designated the following application elements as critical: Program Narrative, Budget Detail Worksheet and Budget Narrative, The Budget Narrative and the Budget Detail Worksheet may be combined in one document. However, if only one document is submitted, it must contain **both** narrative and detail information.

OJP strongly recommends use of 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 resumes be included in a single file.

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

2. Program Abstract

Applicants should provide a one-page abstract that clearly identifies the following:

- Category under which the applicant is applying
- District population
- Amount of federal funds requested and proposed project period.
- Goals, objectives, and brief description of the project.

The abstract should be double-spaced, using a standard 12-point font (Times New Roman is preferred) with 1-inch margins, and should not exceed 1 page.

3. **Program Narrative**

The program narrative must respond to the solicitation (see PSN—Specific Information on pages 5-8). The program narrative should be double-spaced, using a standard 12-point font (Times New Roman is preferred) with 1-inch margins, and should not exceed 12 pages. Number pages “1 of 12,” “2 of 12,” etc.

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

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

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

- a. Statement of the Problem
- b. Project Design and Implementation
- c. Capabilities and Competencies
- d. Plan for Collecting the Data Required for this Solicitation’s Performance Measures
Submission of performance measures data is not required for the application. Performance measures are included as an alert that successful applicants will be required to submit specific data to BJA as part of their reporting requirements. For the application, the applicant should indicate an understanding of these requirements and discuss how the applicant will gather the required data, should the applicant 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. If the budget is submitted in a different format, the budget categories listed in the sample budget worksheet should be included.

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**

The Budget Narrative should thoroughly and clearly describe every category of expense listed in the Budget Detail Worksheet. Proposed budgets are expected to be complete; reasonable and allowable; cost effective; and necessary for project activities. 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.

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.) 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/funding/pdfs/indirect_costs.pdf.

6. Tribal Authorizing Resolution (if applicable)

If an application is being submitted by either (1) a tribe or tribal organization or (2) 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 membership should be included with the application. In those instances when 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 (or comparable legal documentation, as may be applicable) 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 (or comparable legal documentation).

If an applicant is unable to obtain and submit with its application a fully-executed (*i.e.*, signed) copy of a tribal resolution or other, comparable legal documentation as may be consistent with the tribe's governance structure, then, at minimum, the applicant should submit an unsigned, draft version of such legal documentation as part of its application (except in cases where, with respect to a tribal consortium applicant, consortium bylaws allow action without the support of all consortium member tribes). If selected for funding, use of and access to funds will be contingent on receipt of the fully-executed tribal resolution or other, comparable legal documentation.

7. Additional Attachments

- Project Time and Task Plan with each project goal, related objective, activity, expected completion date, and responsible person or organization.
- Job Descriptions that outline the roles, responsibilities, and qualifications for all key positions, including the research partner.
- Resumes for staff identified for these positions, if known.
- Letters of support and commitment of the PSN steering committee and other key partners, including the research partner.
- Letter of certification of the fiscal agent from the local USAO.
- Applicant Disclosure of Pending Applications:
If you have pending applications for federally funded assistance, directly from federal agencies or federal funding through a state agency, which include requests for funding to support the same project being proposed under this solicitation and will cover the

same specific cost items outlined in your budget narrative and worksheet, list the federal or state awarding agency and solicitation point of contact.

OJP is requesting this information to ensure that unnecessary duplication is prevented. Leveraging multiple funding sources in a complementary manner to implement comprehensive programs or projects is encouraged and is not seen as unnecessary duplication.

Include information on pending applications submitted within the last 12 months. The list should include the following:

Federal or State Funding Agency	Solicitation Name/Project Name	Name/Phone/E-mail for Point of Contact at Funding Agency
Example: DOJ/COPS	COPS Hiring Program	Jennifer Smith, 202/000-000; jennifer.smith@usdoj.gov
Example: HHS/ Substance Abuse & Mental Health Services Administration	Drug Free Communities Mentoring Program/ North County Youth Mentoring Program	John Smith, 202/000-000; john.smith@hhs.gov

Additional notes (if needed):

8. Other Standard Forms

Additional forms that may be required in connection with an award are available on OJP’s funding page at 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:

- a. [Standard Assurances](#)
Applicants must read, certify, and submit this form in GMS prior to the receipt of any award funds.
- b. [Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements](#)
Applicants must read, certify and submit in GMS prior to the receipt of any award funds.
- c. [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 submitted)

Selection Criteria

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

1. Statement of the Problem (25 percent of 100)

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

2. Project Design and Implementation (25 percent of 100)

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

- How the five design features will be incorporated.
- How your jurisdiction plans to federally and locally prosecute gun, gang, and violent crime cases.
- Data and research that are being used to determine the jurisdiction's target area and/or target population.
- How your jurisdiction has used or plans to use data and research to focus resources on the people and locations driving gun and gang crime at the local level.
- How your jurisdiction has integrated, or will integrate, a research partner into your problem solving process as well as assessment of strategies and interventions.
- How the project will accomplish expected outcomes.

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

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

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

3. Capabilities and Competencies (30 percent of 100)

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

- The organizations and partners who will be involved in the planning, analysis, implementation, and assessment process.
- Researcher's previous experience working with police agencies and/or organizations. Describe previous law enforcement activities that include research partners and report the results of those efforts

- Researcher's previous experience in several different data collection methodologies, and in both quantitative and qualitative research methods. It is preferable that they have several years of evaluation research experience and have experience with oral and written presentations of research results

4. Plan for Collecting the Data Required for this Solicitation's Performance Measures (10 percent of 100)

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

5. Budget (10 percent of 100)

Provide a proposed budget that is complete; reasonable and allowable; cost effective; and necessary for project activities. The budget must support the strategies and approaches outlined in the project design, and include a narrative to describe the expenditures under each cost area and how it will contribute to the overall program goals.

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 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 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. Applications that meet basic minimum requirements will be evaluated, scored, and rated by a peer review panel. 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 (OCFO), in consultation with BJA, 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. 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
- 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

Provide Feedback to OJP on This Solicitation

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

Application Checklist
FY 2012 Violent Gang and Gun Crime Reduction Program
(Project Safe Neighborhoods)

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

Eligibility Requirement: Eligible applicants are PSN Task Force fiscal agent for the district.

_____ The federal amount requested is within the allowable limit(s) of Category 1 awards of up to \$500,000 will be made; Category 2 awards of up to \$300,000 will be made; Category 3 awards of up to \$150,000 will be made; Category 4 awards of up to \$150,000 will be made.

What an Application Should Include:

- _____ Application for Federal Assistance (SF-424) (see page 14)
- _____ Program Abstract (see page 14)
- _____ Program Narrative* (see page 15)
- _____ Budget Detail Worksheet* (see page 15)
- _____ Budget Narrative* (see page 15)
- _____ Disclosure of Lobbying Activities (SF-LLL) (see page 13)
- _____ Indirect Cost Rate Agreement (if applicable) (see page 16)
- _____ Tribal Authorizing Resolution (if applicable) (see page 16)
- _____ Additional Attachments (see page 16)
 - _____ Project Time and Task Plan
 - _____ Job Descriptions
 - _____ Resumes
 - _____ Letters of support and commitment
 - _____ Letter of certification
 - _____ Applicant Disclosure of Pending Applications
- _____ Other Standard Forms as applicable (see page 17), including:
 - _____ Accounting System and Financial Capability Questionnaire (if applicable)

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

APPENDIX

Elements of Promising PSN Strategies

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

- **Problem-Solving Approach:**³ All successful strategies begin with a problem analysis of the local situation at hand. It is important for these analyses to be conducted by trained and qualified researchers, not police officers alone. Law enforcement and prosecutors can then tailor their response appropriately.
 - Districts should conduct network analyses of the street gang landscape using individual gang members as the unit of analysis and multiple layers of associations as the linkages within the networks.⁴ The analysis should help the PSN team understand whether the groups in their district are loosely organized networks with pockets of cohesion or highly structured hierarchical organizations.
 - While crime-mapping is generally useful, note that in some localities – especially rural areas, small towns, and small cities – police may have a fairly accurate idea of where crime problems exist; thus, spending resources on crime-mapping is not always cost effective.⁵ Instead, the PSN team should seek to identify and track crime trends and patterns over time.
- **Empirical Principles:**⁶
 - There is more evidence to support the effectiveness of demand-side interventions rather than supply-side interventions.
 - Law enforcement can achieve a greater deterrent impact by increasing the certainty rather than the severity of punishment.
 - Gun crime is disproportionately committed by and against a small subset of the population, so targeting resources on this group is more efficient.
- **Directed Patrols and Field Interrogations:**⁷ Identify high crime times, locations, and conduct. Increase police patrol to reduce violent crime in targeted areas and during peak times of the day (e.g., assign two police officers to conduct routine patrol activities involving a high number of personal contacts with the public, responding to any law violation that they detect during the operation).

³ Anthony A. Braga, Jack McDevitt & Glenn L. Pierce, *Understanding and Preventing Gang Violence: Problem Analysis and Response Development in Lowell, Massachusetts*, X Police Quarterly 1 (2004).

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

⁵ Isolating the Criminal Element through “Alabama ICE:” The Implementation of a Nationwide Incapacitation Initiative in a Largely Rural Federal District (2005).

⁶ Jens Ludwig, *Better Gun Enforcement, Less Crime*, 4 Criminology & Public Policy 677 (2005).

⁷ John M. Macdonald, Jeremy M. Wilson & George E. Tita, *Data-Driven Homicide Prevention: An Examination of Five Project Safe Neighborhoods Target Areas*, RAND (2005).

- This strategy can be general (saturate the whole area) or targeted (focus on specific individuals and behaviors). A patrol strategy that focuses on suspicious activities and locations is more effective than a strategy that just maximizes the number of vehicle stops.⁸
- Enforcement of Collective Responsibility and Lever Pulling:⁹ Compile a list of vulnerabilities or “levers” for each gang member (e.g., outstanding warrants, seizure of assets, stringent enforcement of regulations regarding parole and probation, public housing residency, vehicle licensure, child support, or truancy). When any member of the gang commits a violent act, pull these levers for each of the other individuals of the gang. Let the gangs and groups know that they are held collectively responsible.
- Social Services:¹⁰ Work with partners to implement education, life skills training, substance abuse training, parent training, family therapy, and/or dispute resolution skills training for at-risk school-aged youth. Note: benefits are long term and service delivery can be costly. Strong service delivery partners with alternative funding streams are recommended.
- Offender Notification Meetings:¹¹ Deliver a strong, focused deterrence message through direct face-to-face communication with high-risk individuals.
 - Identify a subset of individuals, who are most likely to be involved in gun violence, e.g., the most violent members of a limited number of gangs.
 - Create a working group that includes (a) law enforcement, (b) social service providers, and (c) victim groups who can explain the impact upon the victim.
 - Encourage attendance through one or several ways: e.g., use probation or parole as levers; send letters from the local police chief to the individuals or their parents; send letters from school officials, local clergy, or community leaders; have invitees bring a friend.
 - Conduct the meetings in two parts:
 - Part warning: Let offenders know that law enforcement agencies have their names and photographs. Make clear that future violence will result in a highly coordinated effort to put them away. Emphasize that federal prosecution results in a longer sentence served farther away from the local community. To be effective, these messages must be short and sharp. The people running the meeting should show that they know the individuals names personally.
 - Part offer of assistance: Offer social service assistance, e.g., assistance in locating housing, vocational and employment services (job training or job placement programs), educational services, parenting skills programming, life skills programming, and substance abuse programming.

⁸ Leigh Culver & T. Hank Robinson, Research Brief: Lincoln Police Department (2004).

⁹ John M. Macdonald, Jeremy M. Wilson & George E. Tita, *Data-Driven Homicide Prevention: An Examination of Five Project Safe Neighborhoods Target Areas*, RAND (2005).

¹⁰ John M. Macdonald, Jeremy M. Wilson & George E. Tita, *Data-Driven Homicide Prevention: An Examination of Five Project Safe Neighborhoods Target Areas*, RAND (2005).

¹¹ Jack McDevitt & Scott H. Decker, *Offender Notification Meetings: Case Study 2* (2006).

- Follow-through on all levels—the warning of enforcement and sanctions as well as the offer of support and services. Also, conduct two types of follow-up face-to-face meetings:
 - Positive: when the target group has had no continued gun and gang violence, arrange a community-based meeting with family and community members invited. Convey a message of appreciation for the calm the neighborhood has experienced. Re-emphasize available services and support. Recognize the personal successes of individuals, e.g., those who have quit using drugs, found a job, gone to school.
 - Negative: when the gun and gang violence associated with the target group continues, conduct home visits, administer drug tests, and arrange a meeting with law enforcement. Explain that the offenders have been ordered back to court because of the continued violence.
- Implement these meetings at the pre-release stage, as well (with jail and prison inmates who will be returning to their communities).
- Stricter Prosecutorial Policy for Felonies: Increase restrictions on plea bargaining and almost entirely eliminate preliminary hearings. (This strategy has been associated with increases in the likelihood that felony arrests will be resolved as felonies that felony dispositions will yield outcomes of guilty, and that guilty outcomes will yield prison sentences.)¹²
- Street-rips:¹³ Use confidential informants (like those who formerly supplied information on narcotics) to get information on illegal weapons and have the task force officers carry out arrests based on that information.
- Public Education:¹⁴ (Background: Hispanic immigrants were being disproportionately targeted for robberies and were not reporting them in fear of deportation). Have police reach out to victimized communities. Work with community organizations to increase awareness of potential crimes. Create and distribute a helpful dual-language list of robbery prevention tips.
- Cruising:¹⁵ Enlist the help of relevant businesses and nightclubs in the target area. Distribute fliers to patrons and residents to notify them of a new abatement plan. Execute the plan: on three consecutive weekends, implement traffic barricades, stepped-up patrols, and strict enforcement of all traffic and criminal codes.
- Home Visits:¹⁶ Put together a permanent team of police and probation officers for this project (use the same team for each Home Visit operation). Conduct visits of probationers, parolees, and those with outstanding warrants. If resources are limited,

¹² John Klofas & Nicholas Petitti, *The Impact Of Changes In Monroe County Felony Case Prosecution*, Project Safe Neighborhoods Working Paper #23, May 11, 2006.

¹³ Ivan Kuzyk, *An Evaluation Of Project Safe Neighborhoods In Waterbury* (2006).

¹⁴ Arizona Criminal Justice Commission, *Violence Impact Project: A Multi-Governmental Strategy Against Violence* (2004).

¹⁵ Arizona Criminal Justice Commission, *Violence Impact Project: A Multi-Governmental Strategy Against Violence* (2004).

¹⁶ Leigh Culver & T. Hank Robinson, *Research Brief: Lincoln Police Department* (2004).

focus on active crime areas with a history of gun violence. Prior to the visit, prepare case files or “jackets” for each targeted individual that contains criminal histories, probation information, and probationer’s photographs; distributed the jackets to the Home Visit team. During the visit, conduct compliance checks, test probationers for drug and alcohol use, and conduct searches for contraband. If a probationer is not found at the address, use joint intelligence and planning to follow up at potential points of contact to find him and confirm a current address.

- Firearms Tracing:¹⁷ Assign one officer full-time to file trace requests on all firearms seized by the police, conduct follow-up investigations, and assist other agencies to prosecute. Have the officer track and compile the data to identify straw purchasers.
- Target Firearm Theft:¹⁸ Increase the number of gun owners who record serial numbers from their weapons. Increase the number of serial numbers and unique weapon information in reports from victims of firearm theft. Create a database to track palm prints from stolen weapons. Input and evaluate images for comparison of other known palm print images.
- Networking with Firearm Dealers to Identify and Stop Straw Purchasers:¹⁹ Develop partnerships with the local firearms dealers. Have firearm dealers immediately inform the ATF when they suspect a straw purchaser has tried to buy a gun in their store. Implement a straw purchase warning network among local dealers where a dealer who declines to sell a gun based on suspicions that the purported buyer is a straw purchaser notifies other dealers in the area to be on the lookout for the buyer. Ensure that dealers suspected of turning a blind eye to straw purchasers become targets of criminal investigations.
- Criminal Incident Review:²⁰ Implement a system in which practitioners examine recent homicides as well as other types of incidents including non-lethal shootings, shots-fired reports, assaults, and robberies. Include both open and closed cases.
 - Get a team together. The team should consist of front-line staff with street-level knowledge of the crimes being discussed. This includes law enforcement, prosecutors, probation and parole officers, gang and narcotic officers, youth gang workers, ballistics experts, jail staff, supervisors and managers, and researchers who can analyze and identify patterns.

¹⁷ Leigh Culver, Project Safe Neighborhoods District of Nebraska: Research Brief (2005).

¹⁸ Victoria B. Titterington, Evaluation Report for the Southern District of Texas (2006)

¹⁹ Americans for Gun Safety Foundation, The Enforcement Gap: Federal Strategy Neglects Sources of Crime Guns (2004).

²⁰ John Klofas & Natalie K. Hipple, Crime Incident Reviews: Case Study 3 (2006).