Project Safe Neighborhoods (PSN)  
United States Attorney’s Office  
Southern District of Ohio  
2018

REQUEST FOR PROPOSALS

OFFICE OF CRIMINAL JUSTICE SERVICES
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Apply for PSN online using the OCJS Grants Management System
## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCJS and PSN</td>
<td>1</td>
</tr>
<tr>
<td>What to Expect</td>
<td>1</td>
</tr>
<tr>
<td>Award Notifications and Expectations</td>
<td>2</td>
</tr>
<tr>
<td>Eligible Applicants</td>
<td>2</td>
</tr>
<tr>
<td>Length of Funding</td>
<td>3</td>
</tr>
<tr>
<td>Fiscal Considerations</td>
<td>3</td>
</tr>
<tr>
<td>Proposal Components Checklist</td>
<td>4</td>
</tr>
<tr>
<td>Format and Submission</td>
<td>4</td>
</tr>
<tr>
<td>2018 PSN Program Areas: Goals, Priorities and Requirements</td>
<td>5</td>
</tr>
<tr>
<td>Evidence Based Programs and Practices</td>
<td>6</td>
</tr>
<tr>
<td>2018 Project Safe Neighborhoods (PSN) Proposal Narrative</td>
<td>9</td>
</tr>
</tbody>
</table>
**OCJS AND PSN**
The Ohio Office of Criminal Justice Services (OCJS) is a division of the Ohio Department of Public Safety. By statute, OCJS is the lead justice planning and assistance office for the state, administering millions of dollars in state and federal criminal justice funding every year. OCJS also evaluates programs and develops technology, training, and products for criminal justice professionals and communities. The Project Safe Neighborhoods Task Force in the United States Attorney’s Office of Southern District of Ohio has designated OCJS to administer the FY 2018 Project Safe Neighborhoods (PSN) program.

The PSN program creates and fosters safer neighborhoods through a sustained reduction in violent crime, including, but not limited to, addressing criminal gangs and the felonious possession and use of firearms. The program’s effectiveness depends upon the ongoing coordination, cooperation, and partnerships of local, state, tribal, and federal law enforcement agencies – and the communities they serve – engaged in a unified approach led by the U.S. Attorney in all 94 districts. Acting decisively in a coordinated manner at all levels – federal, state, local, and tribal – will help reverse a rise in violent crime and keep American citizens safe. PSN provides the critical funding, resources, and training for law enforcement, prosecutors, and their PSN teams to combat violent crime and make their communities safer through a comprehensive approach to public safety that marries targeted law enforcement efforts with community engagement, prevention, and reentry efforts.

**WHAT TO EXPECT**

**Application.** For technical assistance on any part of the JAG application, call OCJS at 614.466.7782 and ask to speak to your Melissa Darby or email mbdarby@dps.ohio.gov.

You can find your OCJS Regional Contact here: [www.ocjs.ohio.gov/grants.stm](http://www.ocjs.ohio.gov/grants.stm)

**Review.** OCJS staff and external professionals competitively review PSN proposals using an established process discussed in the “Proposal Narrative” section below. Reviewers assure that project budget costs are allowable and directly relate to the program. OCJS conducts internal compliance reviews of funded projects, assessing the timeliness and thoroughness of financial and programmatic reporting. The OCJS Executive Director makes final funding recommendations, which the Director of the Ohio Department of Public Safety subsequently approves. OCJS forwards final recommendations to the Project Safe Neighborhoods Task Force in the United States Attorney’s Office Southern District of Ohio as well as the Bureau of Justice Assistance.
AWARD NOTIFICATIONS AND EXPECTATIONS
OCJS notifies projects of award decisions and instructions for completing required forms and pre-award conditions electronically through the OCJS grants management system. Prior to funding, the grantee will receive orientation information regarding funding conditions and grant management strategies. Forms and assurances included with pre-award conditions include, but are not limited to:

- Equal Employment Opportunity Certification Form
- Civil Rights and EEOP Questions Part 1 Form
- Standard Assurances Form (including conflicts of interest)
- Special Conditions Form
- Fidelity/Surety Bond (Note: only applicable for non-profit applicants)
- Proof of Tax-Exempt Status (Note: only applicable for non-profit applicants)
- Registration in the System for Award Management

ELIGIBLE APPLICANTS
Applicants must be a member of a United States Attorney’s Office for the Southern District of Ohio’s Violent Crime Working Groups, or be in the process of collaborating with a Violent Crime Working Group. Applicants who are non-member agencies of Violent Crimes Working Groups should use the grant narrative to explain their collaboration plan between their agency and the Violent Crime Working Group with which they intend to partner. All PSN applicants must have an organization, or subrecipient, that will serve as the fiduciary agent and assume overall responsibility for the grant. Eligible PSN subrecipients include:

1. A unit of local government. A unit of local government has legislative autonomy, jurisdiction, and authority to act in certain circumstances. Units of government include a city, county, township, or village. If two or more jointly apply, they must designate one body to take the lead role and identify that agency’s fiscal officer, or
2. Law enforcement agencies applying under this solicitation must be in compliance with crime statistics reporting, using either the Ohio Incident-Based Reporting System or the Uniform Crime Reporting Summary Reporting System, per Ohio Revised Code Section 5502.62(C)(6).

NOTE: Projects implemented by law enforcement agencies may not act as their own subrecipients.
LENGTH OF FUNDING AND FUNDING CAP
Projects may apply for up to 24 months of funding, operating from April 1, 2019 to March 31, 2021. Project applications are limited to a $125,000 funding cap.

MATCH
This program does not require a match; therefore, applicants should leave this section of the budget blank. However, if a successful application proposes a voluntary match amount, and OJP approves the budget, the total match amount incorporated into the approved budget becomes mandatory and subject to audit.

FISCAL CONSIDERATIONS
Applicants will find unallowable costs for the PSN program under the Edward Byrne Memorial Justice Assistance Grant program listing here.

Applicants are encouraged to review the OJP guidance on conference approval, planning, and reporting that is available on the OJP web site at Office of Justice Programs: Financial Guide. This guidance sets out the current OJP policy, which requires all funding recipients that propose to hold or sponsor conferences (including meetings, trainings, and other similar events) to minimize costs, requires OCJS review and prior written approval of most conference costs for cooperative agreement recipients (and certain costs for grant recipients), and generally prohibits the use of funding to provide food and beverages at conferences. The guidance also sets upper limits on many conference costs, including facility space, audio/visual services, logistical planning services, programmatic planning services, and food and beverages (in the rare cases where food and beverage costs are permitted at all). Prior review and approval of conference costs can take time (see the guidance for specific deadlines), and applicants should consider this when submitting proposals. Applicants should also understand that conference cost limits may change and that they should regularly check the guidance for updates before incurring such costs.

Note on food and beverages: OCJS may make exceptions to the general prohibition on using funding for food and beverages, but will do so only in rare cases where food and beverages are not otherwise available (e.g., in extremely remote areas); the size of the event and capacity of nearby food and beverage vendors would make it impractical to not provide food and beverages; or a special presentation at a conference requires a plenary address where conference participants have no other time to obtain food and beverages. Any such exception requires OCJS’s prior written approval. The restriction on food and beverages 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 affect direct payment of per diem amounts to individuals in a travel status under your organization’s travel policy.

Costs associated with language assistance (if applicable): If an applicant proposes a program or activity that would deliver services or benefits to individuals, the costs of taking reasonable steps to provide meaningful access to those services or benefits for individuals with limited English proficiency may be allowable. Reasonable steps to provide meaningful access to services or benefits may include interpretation or translation services where appropriate. For additional information, see the "Civil Rights Compliance" section of the OJP "Other Requirements for OJP Applications" web page at Office of Justice Programs: Other Requirements for OJP Applications.
PROPOSAL COMPONENTS CHECKLIST

Use the following checklist as a general guide for submitting proposals to OCJS. Read the entire PSN RFP before completing and submitting proposals.

- Title Page
- Problem Statement/Target Population
- Sustainability/Successes/Obstacles
- Project Description
- Project Objectives
- Timeline/Activities
- Organization Capacity
- Collaboration Board
- Executive Summary
- Budget

FORMAT AND SUBMISSION

Applicants must submit proposals online through the OCJS Grants Management System, by 5 p.m. EST on Monday July 8, 2019. Please visit www.ocjsgrants.com. OCJS will not review late applications or consider them for funding. Failure to follow the specified application requirements will also disqualify applications from review and consideration for funding.

IMPORTANT: Applications must be in the “APPLICATION SUBMITTED STATUS” in the OCJS Grants Management System to be considered for funding.

Agencies that registered for the OCJS Grants Management System previously should use the same username and password information for this application. OCJS will deny duplicate registration requests. For more information on how to access the application portion of the OCJS Grants Management System, use the application manual located at www.ocjsgrants.com.

For technical assistance on any part of the PSN application, call OCJS at 614.466.7782 and ask to speak to your Grants Coordinator. You can find your OCJS Regional Contact here: www.ocjs.ohio.gov/grants.stm
PROJECT SAFE NEIGHBORHOODS (PSN)
GOALS, PRIORITIES AND REQUIREMENTS

PSN GOAL
The goal of the Project Safe Neighborhoods (PSN) Program is to reduce violent crime including felonious firearm crime and criminal gang violence. Successful projects use a comprehensive approach to public safety that aligns targeted law enforcement efforts with community engagement, prevention, and reentry efforts.

For more information about the Project Safe Neighborhoods Program, view the following resources:

- CrimeSolutions.gov: Project Safe Neighborhoods
- U.S. Bureau of Justice Assistance: Project Safe Neighborhoods
- IACP Project Safe Neighborhoods Initiative
- PSN Training and Technical Assistance Program (MSU)
- Proactive Policing: Effects on Crime and Communities (Ch. 4)

REQUIRED PSN DESIGN FEATURES

Successful PSN projects all require a set of processes that are necessary for the program model to reduce violent crime. All projects must implement five PSN design features:

1. Leadership
The United States Attorney’s Office for the Southern District of Ohio serves as the convener of the PSN 2018 initiative to ensure coordination and oversight of the initiatives designed to reduce violent crime.

2. Partnership
The United States Attorney’s Office for the Southern District of Ohio’s Violent Crime Working Groups members serve as the PSN task force which includes federal, state, and local law enforcement, prosecutors, university researchers, and various community representatives. Effective PSN projects maintain ongoing coordination among federal, state, and local, law enforcement officials, with an emphasis on prevention, tactical intelligence gathering, more vigorous and strategic prosecutions, and enhanced accountability. Effective deconfliction is an absolute priority.

Applications for projects that facilitate data sharing and coordination between multiple law enforcement agencies are strongly encouraged.

3. Targeted and Prioritized Enforcement
The United States Attorney’s Office for the Southern District of Ohio’s Violent Crime Working Groups member cities will implement data-driven strategies to target enforcement efforts in locations with significant violent crime problems and against offenders who are driving the violence. Enforcement efforts will identify locations within the city in greatest need of comprehensive violent crime reduction efforts and the offenders who are driving the violence in
those areas, and pursue prosecutions that can provide the most certain and appropriate sanction and evidence-based interventions.

4. Prevention
While enforcement is a cornerstone of violence reduction, the PSN Program requires a comprehensive approach that also focuses on prevention and deterrence efforts. At the outset, establishing public awareness and support for the local violent crime reduction effort is key. This entails developing effective relationships with both community leaders and residents, understanding the needs and priorities of the community, and effectively communicating how law enforcement efforts are helping to reduce crime and increase public safety. Additionally, PSN encourages partnerships with local prevention and reentry programs that can help reduce violent crime by keeping at-risk populations (especially at-risk youth) from offending in the first place.

The United States Attorney’s Office Violent Crime Working Groups for the Southern District of Ohio implements comprehensive prevention and deterrence efforts in their targeted areas. The efforts include community engagement strategies including obtaining input and support for the local violent crime reduction efforts, developing effective relationships with both community leaders and residents, understanding the needs and priorities of the community, and effectively communicating how law enforcement efforts are helping to reduce crime and increase public safety.

5. Accountability
Effective PSN projects maintain accountability by measuring results based on outcomes (e.g. reductions in violent crime, numbers of investigations, and numbers of prosecutions). This requires PSN task forces to collect, monitor, and analyze relevant crime data with their research partners. Effective PSN projects strongly integrate their research partner into strategic planning and implementation processes. Research partners that are involved early in a project can begin planning an evaluation that closely meets the needs of stakeholders. Research partners depend on local criminal justice agency use of a robust data-sharing infrastructure. The research partner along with United States Attorney’s Office for the Southern District of Ohio’s Violent Crime Working Groups member agencies will collect and analyze relevant data that focus on outcomes—i.e., reduced violent crime. The accountability component is linked to the required strategic plan.

**EVIDENCE-BASED PROGRAMS AND PRACTICES**
OCJS prioritizes programs and practices that are shown to be evidence-based. The Bureau of Justice Assistance, which oversees the federal Project Safe Neighborhoods (PSN) Program, has placed strong emphasis on improving the quantity and quality of programs and practices that are effective in the criminal justice system. They have defined ‘evidence-based’ as those programs and practices with causal evidence of effectiveness, generally obtained through one or more outcome evaluations. The strength of causal evidence will influence the degree to which they consider a program or practice to be evidence-based.

Effective PSN projects use criminal justice practices with rigorous evidence that they reduce violent crime. Virtually all effective PSN projects use “hot-spots policing” and “offender-focused policing” practices.
**Hot Spots Policing** is a proactive policing strategy that focuses law enforcement resources on high-crime places such as block faces, street segments, intersections, or addresses in order to deter crime. Crime mapping is usually a necessary component of effective hot spots policing. Communities receiving properly implemented hot spots policing strategies have lower crime rates and do not displace crime into surrounding areas. Hot spots policing efforts that rely on problem-oriented policing strategies generate larger crime reduction effects than those that apply traditional policing strategies in crime hot spots. *Properly implemented hot spots strategies do not negatively impact community-police relations.* Community collaboration and buy-in are critical implementation needs.

**Offender-Focused Policing** is a proactive policing strategy that focuses attention on target suspects who play leading roles in driving violent crime in communities. Law enforcement and other criminal justice stakeholders forewarn suspects that they will be vigorously investigated and prosecuted if suspected of violent crime – especially felonious firearm crime and gang violence. *If the criminal justice system can deliver on these promises,* suspects will be more likely to perceive an unacceptable risk of apprehension, and future violent crime will be deterred. Communities receiving offender-focused policing strategies experienced significant reductions in violent crime. Offender-Focused Policing strategies rely on ongoing collaboration between police departments and intelligence analysts and use crime data from multiple jurisdictions. *Properly implemented offender-focused strategies do not negatively impact community-police relations.* Again, community collaboration and buy-in are critical for the success of this strategy.

The **Operation Ceasefire** focused deterrence model is another common evidence-based model used by PSN projects. Operation Ceasefire is a problem-solving police strategy that seeks to reduce gang violence, illegal gun possession, and gun violence in communities. It targets high-risk youths ages 18-24 as well as serious and violent juvenile offenders. The program carries out a comprehensive strategy to apprehend and prosecute offenders who carry firearms, to put others on notice that offenders face certain and serious punishment for carrying illegal firearms, and to prevent youths from following the same criminal path. As a focused deterrence strategy, the intervention is based on the assumption that crimes can be prevented when the costs of committing the crime are perceived by the offender to outweigh the benefits of committing a crime. The program model combines aggressive law enforcement and prosecution efforts aimed at recovering illegal handguns, prosecuting dangerous felons, increasing public awareness, and promoting public safety and antiviolence. *Evaluations* of the program show a statistically significant decrease in youth homicides, citywide gun assaults, calls for service, and the percentage of recovered handguns that had a fast time-to-crime (the time between a firearm’s first sale at retail and subsequent recovery in a crime).

Other effective PSN strategies are summarized in a *2018 report* published by the PSN Training and Technical Assistance Team.

**Intelligence and Analytics.** Law enforcement agencies must use intelligence and analytics to identify high crime areas and suspects driving community violence. Analytics should also be integrated into the strategic and tactical operations of the PSN task force and community agencies. *Access to current crime-related data is a critical necessity for effective analytics processes.*
The USAO Southern District is highly interested in projects that propose using sustainable technology solutions such as data sharing.

BJA provided the following list of resources for PSN projects:

BJS Center for Research Partnerships and Program Evaluation (CRPPE)  
https://www.bja.gov/programs/crppe/

BJA Police and Mental Health Toolkit  
https://pmhtoolkit.bja.gov/  
CrimeSolutions.gov  
https://www.crimesolutions.gov/

BJA Project Safe Neighborhoods webpage  
https://www.bja.gov/ProgramDetails.aspx?Program_ID=74#horizontalTab1

Center for Evidence-Based Crime Policy: Community Policing and Procedural Justice  

Identifying and Working With a Research Partner  
Frequently Asked Questions and Answers  

International Association of Chiefs of Police (IACP): Project Safe Neighborhoods Initiative  
https://www.theiacp.org/projects/iacp-project-safe-neighborhoods-initiative

National Gang Center  
https://www.nationalgangcenter.gov/  
PSN Resources webpage (Michigan State University)  
https://psn.cj.msu.edu

Strategies in Policing Innovation (SPI) webinars/videos webpage  
http://www.strategiesforpolicinginnovation.com/tta/webinars

Public Safety Clearinghouse  
https://www.nationalpublicsafetypartnership.org/Clearinghouse

Webinar: Analyzing your Crime Problem  
https://www.bja.gov/programs/spi-webinar.html
Problem Statement
Applicants should clearly describe the crime or justice problem that needs addressed and its impact on the community. Grant reviewers evaluate applications on how effectively they:

- clearly describe the nature and scope of the problem. The development of the nature and scope of the problem should be data driven. The application will need to provide relevant local data/statistics, as well as agency statistics, to document the existence of the problem. Applicants can find relevant state and local data online at the Ohio Crime Dashboard maintained by OCJS.
- discuss the short and long-term consequences for the community if the identified problem is not addressed. More specifically, the applicant should discuss how the problem will impact the community if the proposed project is not funded.
- clearly identify the Target Population to be served through the grant program. The applicant is expected to clearly describe the identified Target Population, and explain how it is related to the problem that needs addressed. Applicants must provide relevant demographic information that described the Target Population, such as race, ethnicity, age, socioeconomic status, and geography.
- identify other resources in the community that are currently available to address the problem and/or explain why existing resources are not sufficient to address the problem. If no resources exist, applicant should discuss the gaps in services and explain how the proposed project will help alleviate those gaps.

Project Description
Applicants should describe a plan of action that the proposed project will implement in order to address the identified problem discussed in the Problem Statement. Grant reviewers will evaluate applications on how well they:

- clearly describe the proposed activities and approach (i.e., model or practice) to be taken given the nature of the problem to be addressed. The approach should seem logical given the characteristics and needs of the identified Target Population.
- document evidence that the model or practice chosen is appropriate for the outcomes the program wants to achieve with the Target Population and clearly justifies why the particular program model was selected for implementation. Applicants should provide a detailed discussion on their plan to implement a model that is evidence-based or incorporates evidence-based practices of their field.
- clearly demonstrate how they will achieve fidelity to the evidence-based model being implemented. Projects that implement evidence-based practices with fidelity ensure that their core services, components, and procedures are consistent with the evidence-based model they utilize. Applicants must provide adequate discussion of the resources that are required to implement their project, and the resources should be reasonable given the scope and detail of their identified approach.
**Sustainability/Accomplishments/Obstacles**

Applicants should describe a plan of action that the proposed project will implement in order to sustain the program activities discussed in the *Project Description*. Applicants should also describe previous accomplishments and obstacles that have been presented when carrying out similar activities that were discussed in the *Project Description*. Grant reviewers will evaluate applications on how well they:

- explain the steps that will be taken to ensure long-term program sustainability (i.e. the ability for the program to maintain its services over time). The applicant must demonstrate a commitment to the program by describing a plan for maintaining programmatic activities in the event that funding support from OCJS has ended.
- describe previous accomplishments and obstacles that informed program activities and how those helped shape the proposed activities.
- describe any obstacles that have affected the identified target population. Describe steps that were taken or may be taken to continue programming activities for the identified target population.
- elaborate on collaboration with community resources and how various agencies and stakeholders have played a role in sustainability, accomplishments and obstacles.

**Project Objectives**

*Project Objectives* measure changes that result from implementing the proposed project with the *Target Population* during the grant year. Applicants should describe these anticipated changes (or outcomes). Achieved *Project Objectives* should reflect measurable changes for the *Target Population* due to the services offered by the program during the grant year. There are two types of *Project Objectives*:

1. **Process objectives** describe the “processes” (*Activities*) that a program will implement during the grant year.
2. **Outcome objectives** describe the measured changes that will result from implementing the proposed project during the grant year.

*Process objectives should be logically linked to outcome objectives.*

Applicants must provide at least two objectives: one process objective and one outcome objective. Each objective should include a *performance indicator* that identifies how change will be measured and with what instruments and/or tools. If available, *baseline data* should be listed for each performance indicator. Finally, applicants should describe the *data collection methods* they will use.

Grant reviewers evaluate applications on how effectively they:

- clearly identify *Project Objectives*
- clearly identify *performance indicators*
- clearly identify any *baseline data* that exists
- clearly describe how *performance data* will be collected
Timeline and Activities
Applicants should describe how the programmatic and grant administrative activities as well as the related outcomes and objectives will be reasonably achieved in the given project period. Grant reviewers evaluate applications based on how effectively they:

- present a comprehensive, thorough Timeline that is well defined and comprehensively specifies what will be done, who (individuals and organizations) will do it, and when it will be accomplished. Include activities such as anticipated Collaboration Board meetings, OCJS grant reporting deadlines and any other activities specific to the project. The Timeline should be reasonable given the nature of the problem, the Target Population, and the approach/response discussed in earlier sections of the application.
- if applicable, include any other deliverables that will be created and/or used throughout the project.

Organization Capacity
Applicants should provide a comprehensive discussion of the history and accomplishments of the organization and staff responsible for implementing the project to illustrate their capacity to implement the project. Identify any key staff that will be involved in the project, including the project director and other individuals who will be responsible for administering the grant and implementing the program. Grant reviewers will evaluate applications in terms of how effectively they:

- clearly identify the mission of the agency that will serve as the subrecipient and/or implementing agency. The application should clearly demonstrate the capacity of the subrecipient and implementing agency to administer grants of similar size and scope as the project submitted for funding. The applicant should demonstrate that they have adequate resources (i.e. personnel/staff, infrastructure to support additional program, computers, software, etc.) to implement the project as proposed.
- clearly identify the key staff, including any volunteers that will be participating in the proposed project, including their qualifications, experience, and education.
- discuss how successful completion of the project is realistic given the key staff implementing the project. Project applications that have position vacancies should clearly describe a reasonable approach and criteria to hire experienced and qualified staff.

Collaboration Boards
Collaboration Boards are essential to the funding process. The leadership, oversight and direction they provide help projects achieve their goals and objectives through a shared community vision. Collaboration Boards should be comprised of implementation team representatives as well as relevant stakeholders from the local community. The Collaboration Board is not an agency’s Board of Trustees or Advisory Board. The Collaboration Board must conduct meetings at least quarterly, prepare meeting agendas, and keep minutes of discussion items. Applicants should describe the collaborative effort between the applicant and other organizations. Grant reviewers will evaluate the application in terms of how effectively they:
• identify the organizations that will participate in the Collaboration Board that will be responsible for overseeing the project. Describe their roles and demonstrate their commitment to the project. The applicant may use an existing community board or group to provide oversight to the project and act in the capacity of the Collaboration Board. **Signed commitment letters will be required from all representatives on the Collaboration Board**

• describe the extent and nature of the collaborative effort and how the role and function of each organization will support the overall goal of the project. Applicants should clearly link partner agencies with their roles and functions within the collaborative group.

• provide details describing the management of the collaborative group. The applicant should document when quarterly meetings will be held, how members will be notified of upcoming meetings, and the process for distributing and maintaining records of minutes of meetings. If the applicant uses an existing community board or group to serve as the Collaboration Board, describe how the group will provide specific oversight for this project.

• describe how the collaborative group will work together to achieve project goals and objectives.

**The Collaboration Board must have at least one federal partner.**

**Letters of Support.** Applications must include commitment letters from all collaboration board members. Letters must be submitted on the collaboration board member’s letterhead and detail each agency’s role and commitment as a partner within the proposed project. All applicants are required to upload collaboration board letters into the [OCJS Grants Management System](#) in the “Collaboration Board” section of the online application. Applications without collaboration letters are incomplete and considered ineligible for funding.

**Budget**

Describe any costs associated with implementing the program. Grant reviewers will evaluate the budget in terms of how effectively it:

• presents a clear and detailed budget with a narrative that explains and justifies the budget information.

• justifies the costs of the proposed program and that the costs are considered reasonable and cost-effective in view of the types and range of Activities to be conducted, the number of participants to be served, and the expected results and benefits.

• clearly states how match funds will be used and the source of match funds.

**Allowable Uses for Award Funds**

Allowable costs (for all non-federal entities, other than for-profit entities and hospitals) are those costs consistent with the principals set out in the Uniform Guidance 2 C.F.R. 200, Subpart E, and those permitted by the grant program’s authorizing legislation. To be allowable under federal awards, costs must be reasonable, allocable, and necessary to the project, and they must comply with the funding statute and agency requirements. Allowable uses of this funding include support of:

• Salary, wage, and fringe benefits of individuals supporting the PSN project

• Overtime compensation of individuals supporting the PSN project
- Workshops and events associated with the support of the PSN project (pending approval by OJP/BJA)
- Travel associated with implementation and evaluation of the PSN project
- Equipment purchased to support the execution of the PSN project
- Printing, publication and duplication of materials that support the PSN project
- Administrative costs (up to 10 percent of the award) incurred by the fiscal agent.

Applicants will find unallowable costs for the PSN program and other grant programs [here](#).