

Notices regarding the solicitation “Research and Evaluation on Policing, Fiscal Year 2021”

January 15, 2021: The bold text below has been added under “Clarifications” on page 9.

“The recent median NIJ grant award amount is approximately \$600,000. Applicants are encouraged to propose budgets that match the research activities proposed, **which may be more or less than the anticipated maximum dollar amount of awards Total Federal Awards: NIJ anticipates making 1 – 6 awards.**”

The original solicitation document begins on the next page.

U.S. Department of Justice
Office of Justice Programs
National Institute of Justice



Research and Evaluation on Policing, Fiscal Year 2021

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Grants.gov Opportunity Number:	O-NIJ-2021-40004
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Overview

The [U.S. Department of Justice](#) (DOJ), [Office of Justice Programs](#) (OJP), National Institute of Justice ([NIJ](#)), is seeking applications for funding for research projects to develop evidence-based knowledge in policing. This program furthers the Department's mission by sponsoring research to provide objective, independent, evidence-based knowledge and tools to meet the challenges of policing, particularly at the state, local, and tribal levels. This project furthers the Department's mission by supporting the development of new knowledge and tools to address the challenges of crime and justice in the United States.

This solicitation incorporates the [OJP Grant Application Resource Guide](#) by reference. The OJP Grant Application Resource Guide provides guidance to applicants for the preparation and submission to OJP of applications for funding. **If this solicitation expressly modifies any provision in the OJP Grant Application Resource Guide, the applicant is to follow the guidelines in this solicitation as to that provision.**

Solicitation Categories

This solicitation does not include Solicitation Categories.

Eligible Applicants:

City or township governments, County governments, For profit organizations other than small businesses, Independent school districts, Native American tribal governments (Federally recognized), Native American tribal organizations (other than Federally recognized tribal governments), Nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education, Nonprofits that do not have a 501(c)(3) status with the IRS, other than institutions of higher education, Private institutions of higher education, Public and State controlled institutions of higher education, Public housing authorities/Indian housing authorities, Small businesses, Special district governments, State governments, Other

Other

For purposes of this solicitation, the term "State" means any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virginia Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands.

Foreign governments, foreign organizations, and foreign colleges and universities are not eligible to apply. Federal agencies are eligible to apply. (Any award made to a federal agency will be made as an inter-agency reimbursable agreement.)

To advance Executive Order 13929 Safe Policing for Safe Communities, the Attorney General determined that all state, local, and university or college law enforcement agencies must be certified by an approved independent credentialing body or have started the certification process to be eligible for FY 2021 DOJ discretionary grant funding. To become certified, the law enforcement agency must meet two mandatory conditions: (1) the agency's use of force policies adhere to all applicable federal, state, and local laws; and (2) the agency's use of force policies prohibit chokeholds except in situations where use of deadly force is allowed by law. The certification requirement also applies to law enforcement agencies receiving DOJ discretionary grant funding through a subaward. For detailed information on this new certification requirement, please visit <https://cops.usdoj.gov/SafePolicingEO> to access the Standards for Certification on Safe Policing for Safe Communities, Implementation Fact Sheet, and List of Designated Independent Credentialing Bodies.

All recipients and subrecipients (including any for-profit organization) must forgo any profit or management fee.

NIJ will consider applications under which two or more entities would carry out the federal award; however, only one entity may be the applicant. Any others must be proposed as subrecipients (subgrantees). For additional information on subawards, see the [OJP Grant Application Resource Guide](#).

NIJ may elect to fund applications submitted under this FY 2021 solicitation in future fiscal years, dependent on, among other considerations, the merit of the applications and on the availability of appropriations.

Contact Information

Agency Contact Description

Name

National Criminal Justice Reference Service Response Center

Title

Technical POC

Phone

800-851-3420

Email

grants@ncjrs.gov

Information

For technical assistance with submitting the **SF-424 and SF-LLL** in Grants.gov, contact the Grants.gov Customer Support Hotline at 800-518-4726, 606-545-5035, at [Grants.gov customer support webpage](#), or email at support@grants.gov. The Grants.gov Support Hotline operates 24 hours a day, 7 days a week, except on federal holidays.

For technical assistance with submitting the **full application** in DOJ's Justice Grants System (JustGrants), contact the JustGrants Service Desk at 833-872-5175 or JustGrants.Support@usdoj.gov. The JustGrants Service Desk operates 5 a.m. to 9 p.m. EST Monday - Friday and 9 a.m. to 5 p.m. Saturday, Sunday, and Federal holidays.

An applicant that experiences unforeseen Grants.gov or JustGrants technical issues beyond its control that prevent it from submitting its application by the deadline must email the National Criminal Justice Reference Service Response Center (Response Center) at grants@ncjrs.gov **within 24 hours after the application deadline** to request approval to submit its application after the deadline.

For assistance with any other requirements of this solicitation, contact the Response Center by telephone at 800-851-3420 or TTY: 301-240-6310 (hearing impaired only) or by email at grants@ncjrs.gov. Response Center hours of operation are 10 a.m. to 6 p.m. ET Monday

through Friday, and 10 a.m. to 8 p.m. ET on the solicitation close date.

Submission Information

In FY 2021, applications will be submitted to DOJ in a **NEW** two-step process.

Step 1: Applicants will submit an **SF-424 and an SF-LLL** in Grants.gov at <https://www.grants.gov/web/grants/register.html>. To register in Grants.gov, applicants will need to obtain a Data Universal Numbering System (DUNS) and System for Award Management (SAM) registration or renewal.

Step 2: Applicants will submit the **full application** including attachments in JustGrants at JustGrants.usdoj.gov.

To be considered timely, the full application must be submitted in JustGrants by the JustGrants application deadline.

OJP encourages applicants to review, the "How to Apply" section in the [OJP Grant Application Resource Guide](#).

Contents

Contact Information	2
Program Description	6
Overview	6
Statutory Authority	6
Specific Information	6
Goals, Objectives, Deliverables, and Timeline	8
OJP Policy Priority Areas	8
Federal Award Information	9
Awards, Amounts and Durations	9
Continuation Funding Intent	9
Availability of Funds	9
Financial Management and System of Internal Controls	10
Budget Information	10
Cost Sharing or Matching Requirement	10
Pre-agreement Costs (also known as Pre-award Costs)	10
Limitation on Use of Award Funds for Employee Compensation: Waiver ..	10
Prior Approval, Planning, and Reporting of Conference/Meeting/Training Costs	10
Costs Associated with Language Assistance (if applicable)	11
Period of Performance Duration	11
Eligibility Information	11
Content of Application Submission	11
Information to Complete the Application for Federal Assistance (SF-424) ..	11
Standard Applicant Information (JustGrants 424 and General Agency Information)	11
Proposal Abstract	11
Proposal Narrative	12
Goals, Objectives, Deliverables, and Timeline	13
Budget and Associated Documentation	13
Are you going to require the applicant to submit the web-based budget detailed form?	13
Budget Worksheet and Budget Narrative (Web-based Form)	13
Indirect Cost Rate Agreement (if applicable)	14
Financial Management Questionnaire (including applicant disclosure of high-risk status)	14
Additional Application Components	14
Curriculum Vitae or Resumes	14
Tribal Authorizing Resolution	14
Timeline Form	14
Letters of Support	14
Documentation of Anticipated Benefit to Qualified Opportunity Zones (if applicable)	15
Research and Evaluation Independence and Integrity Statement	15
Bibliography/reference	15
Any tools/instruments, questionnaires, tables/chart/graphs, or maps ..	15
List of Individuals in the Application	15

Human Subjects Protection	15
Privacy Certificate	15
Request to Use Incentives or Stipends	15
Documentation of Rural Challenges (if applicable)	16
Documentation of High-Poverty Areas or Persistent-Poverty Counties (if applicable)	16
Data Archiving Plan	16
Consortium/Contractual Arrangements	16
Project Management Plan	16
Disclosures and Assurances	17
Disclosure of Lobbying Activities	17
Applicant Disclosure of Duplication in Cost Items	17
DOJ Certified Standard Assurances	17
DOJ Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements	17
Applicant Disclosure and Justification – DOJ High Risk Grantees (if applicable)	17
How to Apply	17
Submission Dates and Time	17
Application Review Information	18
Review Criteria	18
Review Process	19
Federal Award Administration Information	20
Federal Award Notices	20
Administrative, National Policy, and Other Legal Requirements	20
Information Technology (IT) Security Clauses	20
General Information about Post-Federal Award Reporting Requirements	20
Federal Awarding Agency Contact(s)	20
Freedom of Information and Privacy Act (5 U.S.C. 552 and 5 U.S.C. 552a)	20
Provide Feedback to OJP	20
Performance Measures	21
Application Checklist	21
Endnotes	23

Program Description

Overview

With this solicitation, NIJ seeks proposals for rigorous research and evaluation projects that address (1) the impact of re-allocation of resources on police operations and functions; (2) police use of force and de-escalation tactics and strategies; and (3) tactics and strategies that strengthen police-community relationships. These contemporary issues in policing are also reflected in the strategic priorities and objectives identified in NIJ's *Policing Strategic Research Plan, 2017-2022*.^[1] Among other areas of interest, NIJ is interested in studies examining the approaches that address the challenges of policing in rural communities.

Applications proposing research involving partnerships with criminal justice or other agencies, should include a strong letter of support, signed by an appropriate decision-making authority from each proposed, partnering agency. A letter of support should include the partnering agency's acknowledgement that de-identified data derived from, provided to, or obtained through this project will be archived by the grant recipient with the National Archive of Criminal Justice Data (NACJD) at the conclusion of the award. Applicants and their potential partners are encouraged to review the NACJD's policies and protections at ([NACJD](#)). If selected for award, grantees will be expected to have a formal agreement in place with partnering agencies by January 1, 2022. That formal agreement must include a provision to meet the data archiving requirements of the award.

In the case of partnerships that will involve the use of federal award funds by multiple partnering agencies to carry out the proposed project, only one entity/partnering agency may be the applicant (as is the case with any application submitted in response to this solicitation); any others must be proposed as subrecipients.

Statutory Authority

Title I of the Omnibus Crime Control and Safe Streets Act of 1968 (sections 201 and 202).

Specific Information

Recent contacts between the police and community residents in several jurisdictions have resulted in a number of mass demonstrations and discussions regarding the state of policing in the United States. A number of these highly publicized incidents have also prompted questions surrounding police use of force and whether training and other interventions are required to mitigate the need to use force in certain situations or de-escalate encounters before force is considered as an option.^[2] Broader discussions have also resulted in calls for improvements in police-community relationships, a reimagining of public safety, and a reallocation of funding from police agencies to other entities that may be better suited to address certain societal problems currently handled by the police.^[3]

In response to these events and discussions, this solicitation seeks proposals for funding research to address three policing topics noted in NIJ's *Policing Strategic Research Plan, 2017-2022* relevant to State, local, or tribal criminal justice policy and practice:

- Re-Allocation of Resources on Police Operations and Functions.
- Police Use of Force and De-escalation Tactics and Strategies.
- Tactics and Strategies that Strengthen Police-Community Relationships.

Successfully implemented RCTs have the greatest likelihood of providing comprehensive, reliable, and unbiased evidence to practitioners and policymakers seeking to implement effective interventions in their jurisdictions. However, applicants are expected to propose the most rigorous evaluation design appropriate for the research questions to be addressed. Findings from this research will assist State, local, and tribal police agencies as they seek better understand the factors that impact police operations and the communities they serve.

Topic 1: Re-allocation of Resources on Police Operations and Functions

Recent events have resulted in efforts to reimagine public safety in a number of jurisdictions by diverting resources away from police budgets to other government agencies.^[4] NIJ is interested in research that examines the impact of the reallocation of police resources on police operations and functions and crime. Areas of interest include an examination of the impact of decisions to reduce or divert policing funding for dealing with the mentally ill, homeless individuals, drug addiction, or law enforcement in school settings on police calls for service. Other outcomes of interest could include an examination of the impact of reductions

in police funding on response times to calls for service and changes in crime rates. Potential questions of interest include:

- What are the overall goals and objectives of the diversion of police resources?
- What other governmental services will benefit from this diversion?
- What is the impact on public safety overall and fear of crime?
- How can police resources be optimized to achieve community goals?

Topic 2: Police Use of Force and De-escalation Tactics and Strategies

Although police use of force and de-escalation training has been widely seen as promising, few rigorous studies within criminology have examined its effectiveness.⁵ Importantly, concerns exist as to whether such training can reduce use of force incidents without also compromising officer (or citizen) safety. For instance, use of force incidents may develop from situations that are highly contextual, stressful, or otherwise difficult to predict. Given that officers commonly engage in a variety of tactics to de-escalate encounters, research needs to determine whether specific training programs can further benefit police departments and the public.⁶ For evaluating the impact of police use of force and de-escalation training, NIJ has a strong preference for evaluations using randomized controlled trial (RCT) designs.

In addition, NIJ is interested in research that focuses on studies of the background skills, education, and experiences as well as recruitment, training and retention approaches needed to promote effective police practices surrounding police use of force and the use of de-escalation strategies. Other research could explore command staff decision-making around the use-of-force. Another potential line of research would be the information provided to responding officers as they address calls-for-service in police use of force situations. Potential questions of interest include:

- What is the impact of de-escalation training on officer behavior in the field compared to classroom attitudinal survey responses?
- What types of incidents or situations are most amendable to use of force training?
- How does use of force training affect citizen or officer perceptions of police encounters?
- What is the impact on citizen complaints?
- What is the impact of agency recruitment and retention strategies on officer de-escalation and use-of-force decision-making?
- What is the impact of agency leadership on de-escalation and use-of-force decision-making?
- Do command staff priorities influence on-the-ground tactical decisions regarding use-of-force?
- What is the role of organizational culture in police use-of-force decision-making?
- What information was communicated to officers at the time of dispatch? How does this information impact the use-of-force cases and/or the officer interaction with civilians as they respond to the call?

Topic 3: Tactics and Strategies that Strengthen Police-Community Relationships.

NIJ is interested in research that examines how tactics and/or strategies deployed by police officers impact police-community relationships and/or citizen cooperation with the police. Other areas of interest could include an examination of the impact of community engagement strategies on the delivery of policing services, police legitimacy, and/or the community safety and fear of crime. For evaluating the impact of tactics and/or strategies intended to improve police-community relationships and/or citizen cooperation with the police, NIJ has a strong preference for evaluations using randomized controlled trial (RCT) designs. Potential research questions of interest include:

- How should police agencies address community relations in a period of mass demonstrations and/or civil unrest?
- What effective practices exist to maintain relationships after a highly publicized police use-of-force event?
- What strategies exist to optimize police legitimacy in high-crime neighborhoods?
- Why do some community members refuse to cooperate with the police, even though law enforcement is legitimately trying to serve and protect their community?
- What is the impact of police-community relationships on police service delivery?
- Does strengthening police-community relationships improve response time, clearance rates, and/or reduction in fear of crime?
- What is the impact of differing policing strategies and practices on police-community relationships?

Goals

The ultimate goal of this solicitation is to provide evidence-based knowledge to inform development of strategies and practices that strengthen policing in the United States.

Objectives

The objective of this solicitation is to support rigorous research to examine: the impact of the reallocation of police resources on police operations and functions and crime; the effectiveness of police use of force and de-escalation tactics and strategies; and the impact of tactics and strategies on police-community relations.

Deliverables

Final Research Report. Any recipient of an award under this solicitation will be expected to submit a final research report. Additional information on the final research report requirement for the solicitation is posted on NIJ's webpage.

Required Data Sets and Associated Files and Documentation. Any recipient of an award under this solicitation will be expected to submit to the National Archive of Criminal Justice Data (NACJD) all data sets that result in whole or in part from the work funded by the award, along with associated files and any documentation necessary for future efforts by others to reproduce the project's findings and/or to extend the scientific value of the data set through secondary analysis.

In addition to these deliverables (and the required reports and data on performance measures), NIJ expects scholarly products to result from each award under this solicitation, taking the form of one or more published, peer-reviewed, scientific journal articles, and/or (if appropriate) law review journal articles, book chapter(s) or book(s) in the academic press, technological prototypes, patented inventions, or similar scientific products. NIJ expects that there will be an equal effort to make the research findings accessible to practitioner and policymaker audiences.

The Goals, Objectives, and Deliverables are directly related to the performance measures that demonstrate the results of the work completed, as discussed under "Application and Submission Information."

OJP Policy Priority Areas

In FY 2021 and in addition to executing any program specific prioritization that may be applicable, OJP will give priority consideration to applications as follows:

- Applications that address specific challenges that rural communities face.
- Applications that demonstrate that the individuals who are intended to benefit from the requested grant reside in high-poverty areas or persistent-poverty counties.
- Applications that offer enhancements to public safety in economically distressed communities (Qualified Opportunity Zones).

To receive priority consideration under the rural priority, applicants must describe what makes the geographic service area rural (using U.S. Census or other appropriate government data; for assistance, applicants may wish to refer to <https://www.census.gov/programs-surveys/geography/guidance/geo-areas/urban-rural.html>), how isolated the area is from needed services, and how they will address specific challenges in rural communities.

To receive priority consideration under the poverty priority, the applicant must provide information to demonstrate that the individuals who are intended to benefit from the requested grant reside in high-poverty areas or persistent poverty counties. For purposes of this priority consideration, the term "high-poverty area" means any census tract with a poverty rate of at least 20 percent as measured by the 2013–2017 5-year data series available from the American Community Survey of the Census Bureau (applicants may search by census tract at <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2017/>) and the term "persistent poverty counties" means any county that has had 20 percent or more of its population living in poverty over the past 30 years, as measured by the 1990 and 2000 decennial censuses and the most recent Small Area Income and Poverty Estimates (applicants may search by county at <https://www.census.gov/data/tables/time-series/dec/census-poverty.html> and at <https://www.census.gov/programs-surveys/saipe.html>).

To receive priority consideration under the Qualified Opportunity Zones priority, applicants must include information that specifies how the project will enhance public safety in the specified QOZs. For resources on QOZs, and for a current list of designated QOZs, see the U.S. Department of the Treasury's resource webpage, accessible at <https://www.cdfifund.gov/pages/opportunity-zones.aspx>.

OJP policy priority consideration will consist of receiving additional points in the application scoring process. Receipt of priority consideration does not guarantee that an application will be funded; nor will the failure to receive priority consideration necessarily mean that an application will not be funded.

Federal Award Information

Awards, Amounts and Durations

Anticipated Number of Awards

6

Anticipated Maximum Dollar Amount of Awards

\$600,000.00

Period of Performance Start Date

1/1/22 12:00 AM

Period of Performance Duration (Months)

60

Anticipated Total Amount to be Awarded Under Solicitation

\$3,000,000.00

Clarifications

Maximum dollar amount for each award: The recent median NIJ grant award amount is approximately \$600,000. Applicants are encouraged to propose budgets that match the research activities proposed, which may be more or less than the anticipated maximum dollar amount of awards Total Federal Awards: NIJ anticipates making 1 – 6 awards.

Continuation Funding Intent

NIJ may, in certain cases, provide additional funding in future years to awards made under this solicitation, through continuation awards. NIJ will consider, among other factors NIJ's strategic priorities, a recipient's overall management of the award, and progress of award-funded work, when making continuation-award decisions.

Availability of Funds

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

Funding Instrument Type

Grant

Award Type

Initial

Is Match Required

No

Financial Management and System of Internal Controls

Award recipients and subrecipients (including recipients or subrecipients that are pass-through entities) must, as described in the Part 200 Uniform Requirements as set out at 2 C.F.R. 200.303, comply with standards for financial and program management. The “Part 200 Uniform Requirements” means the DOJ regulation at 2 C.F.R. Part 2800, which adopts (with certain modifications) the provisions of 2 C.F.R. Part 200. See [OJP Grant Application Resource Guide](#) for additional information.

Budget Information

If the applicant is proposing a project that reasonably could be conducted in discrete phases, with each phase resulting in completion of one or more significant, defined milestones, then NIJ strongly recommends that the applicant structure the application — specifically including the narrative, expected scholarly products, timelines/milestones, and budget detail worksheet and budget narrative — to clearly define each phase. (This is particularly the case if the applicant proposes a project that will exceed — in cost or the length of the period of performance — the amount or length of time anticipated for an individual award (or awards) under this solicitation.) Given limitations on the availability to NIJ of funds for awards for research, development, and evaluation, this information will assist NIJ in considering whether partial funding of applications would be productive. (If, in FY 2021, NIJ elects to fund only certain phases of a proposed project, the expected scholarly products from the partial-funding award may, in some cases, vary from those described above.)

NIJ may elect to fund applications submitted under this FY 2021 solicitation in future fiscal years, dependent on, among other considerations, the merit of the applications and on the availability of appropriations.

What will not be funded:

- Applications primarily to purchase equipment, materials, or supplies. (A budget may include these items if they are necessary to conduct research, development, demonstration, evaluation, or analysis.)
- Applications that are not responsive to the purposes of this specific solicitation.

Applicants are encouraged to propose budgets that match the research activities proposed.

Cost Sharing or Matching Requirement

See “Cofunding” paragraph under item 5 (“Budget and Associated Documentation”) under “Content of Application Submission” in Application and Submission Information.

Pre-agreement Costs (also known as Pre-award Costs)

See the [OJP Grant Application Resource Guide](#) information on Pre-agreement Costs (also known as Pre-award Costs).

Limitation on Use of Award Funds for Employee Compensation: Waiver

See the [OJP Grant Application Resource Guide](#) information on Limitation on Use of Award Funds for Employee Compensation: Waiver.

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

See the [OJP Grant Application Resource Guide](#) for information on Prior Approval, Planning, and Reporting of Conference/Meeting/Training Costs.

Costs Associated with Language Assistance (if applicable)

See the [OJP Grant Application Resource Guide](#) for information on Costs Associated with Language Assistance.

Period of Performance Duration

To be determined by the period of performance of awarded applications. Successful applicants will be expected to complete the work proposed within a five-year period of performance.

Eligibility Information

For additional eligibility information, see the title page.

For information on cost sharing or match requirements, see the “Cofunding” paragraph under item 5 (“Budget and Associated Documentation”) under “Content of Application Submission” in Application and Submission Information.

Content of Application Submission

The following application elements **MUST** be included in the application submission for an application to meet the basic minimum requirements (BMR) to advance to peer review and receive consideration for funding:

- Program Narrative.
- Budget Worksheet and Budget Narrative (web-based form).
- Curriculum Vitae/Resumes for Key Personnel. (Curriculum Vitae for key personnel (For purposes of this solicitation, “key personnel” means the principal investigator, and any and all co-principal investigators.)

See the “ Application Elements and Formatting Instructions” section of the [OJP Grant Application Resource Guide](#) for information on what happens to an application that does not contain all the specified elements or that is nonresponsive to the scope of the solicitation.

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

The SF-424 will be submitted in Grants.gov. The SF-424 is a required standard form used as a cover sheet for submission of pre-applications, applications, and related information. See the [OJP Grant Application Resource Guide](#) for additional information on completing the SF-424.

Intergovernmental Review: This solicitation (“funding opportunity”) **is not** subject to [Executive Order 12372](#). (In completing the SF-424, an applicant is to answer question 19 by selecting the response that the “Program is not covered by E.O. 12372.”)

Standard Applicant Information (JustGrants 424 and General Agency Information)

The Standard Applicant Information section of the JustGrants application is pre-populated with the SF-424 data submitted in Grants.gov. Applicants will need to review the Standard Applicant Information in JustGrants and make edits as needed. Within this section, applicants will need to: add zip codes for areas affected by the project; confirm their Authorized Representative; and verify the organization's legal name and address.

Proposal Abstract

A proposal abstract (no more than 400 words) summarizing the proposed project including primary

activities, products and deliverables, the service area, and who will benefit from the proposed project, will be completed in the JustGrants Web-based form.

Proposal Narrative

The program narrative should be submitted as an attachment in JustGrants. The attached document should be double-spaced, using a standard 12-point Times New Roman font; have no less than 1-inch margins; and should not exceed 30 pages. Pages should be numbered and submitted as an attachment. If the program narrative fails to comply with these length-related restrictions, NIJ may negatively consider such noncompliance in peer review and in final award decisions.

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

a. Title Page (not counted against the program narrative page limit)

The title page should include:

- Project title.
- Submission date.
- Funding opportunity number.
- Principal Investigator (and any co-principal investigators).
- Unique author identifier (e.g., [ORCID](#), [ResearcherID](#), [Scopus Author ID](#)), if available.
- Requests for consideration under “priority areas of research” areas.
- Key words, including science focus areas.
- Contact information (that is, name, address, telephone number, and e-mail address) for both the applicant and the principal investigator.

b. Resubmit Response (if applicable) (not counted against the program narrative page limit.)

If an applicant is resubmitting an application presented previously to NIJ, but not funded, the applicant should indicate this. A statement should be provided, no more than two pages, addressing: (1) the title, submission date, and NIJ-assigned application number of the previous application, and (2) a brief summary of revisions to the application, including responses to previous feedback received from NIJ.

c. Table of Contents and Figures (not counted against the program narrative page limit)

d. Main Body

1. Statement of the Problem.

The statement of the problem should address the need for research in this area. Applicants should discuss current gaps in data, research, and knowledge, including those for particular justice sectors, for certain populations, and to answer questions relevant to current policy and practice needs and public interests. It is not uncommon for multiple problems to exist simultaneously (for example, there may be a criminal justice problem affecting public safety, a current technical challenge/need identified by forensic practitioners, as well as a scientific/technology gap between the current state of the art and a desired solution) and applicants should discuss each of these clearly and justify the importance of the separate issues. As part of this discussion, applicants should present a review of previous literature and discuss previous research related to these problems.

2. Project Design and Implementation.

Applicants should provide a detailed description of the strategies to implement this research project and address the research questions. Design elements should follow directly from the research project’s goals and objectives and address the program-specific information noted in the solicitation. Applicants should describe the research methodology and analysis plan in detail and demonstrate the validity and usefulness of the data they will collect. Applicants should consider the rigor and soundness of the methodology and analytical and technical approaches for the proposed research and address the feasibility of the proposed project and potential challenges or problems in carrying out the activities.

3. Potential Impact.

Applicants should describe the potential impact of the research and how it may inform or improve criminal or juvenile justice-related policy, practice, or theory in the United States. The applicant should include a discussion of the proposed dissemination plan to produce scholarly products and to make information available to broader interested audiences, such as criminal justice practitioners or policymakers.

4. Capabilities and Competencies.

This section should describe the experience and capability of the applicant organization, key staff, and any proposed subgrantees (including consultants) that the applicant will use to implement and manage this effort and the federal funds under this award, highlighting any previous experience implementing projects of similar scope, design, and magnitude. Applicants should address:

- Experience and capacity to work with the proposed data sources in the conduct of similar research efforts.
- Experience and capacity to design and implement rigorous research and data analysis projects.
- Experience producing and disseminating meaningful deliverables.

Applicants should also outline the management plan and organization that connects to the goals and objectives of the project.

5. Appendices (not counted against the program narrative page limit) include:

- If the application (including the budget) identifies any proposed non-competitive agreements that are or may be considered procurement "contracts" (rather than subawards), for purposes of federal grants administrative requirements, the applicant also must list the entities with which the applicant proposes to contract.
 - List of other agencies, organizations, or funding sources to which this application has been submitted (if applicable).

Note: applicants are **not** required to submit performance data with the application. Rather, performance measures information is included as an alert that successful applicants will be required to submit performance data as part of the reporting requirements under an award.

OJP will require each successful applicant to submit regular performance data that demonstrate the results of the work carried out under the award. The performance data directly relate to the goals, objectives, and deliverables identified under "Goals, Objectives, and Deliverables" on page 6.

A list of performance measure questions for this program can be found on page 21.

Applicants can also visit OJP's performance measurement page at www.ojp.gov/performance for an overview of performance measurement activities at OJP.

Award recipients will be required to submit performance measure data in quarterly financial reports, semi-annual progress reports, and the Final Research Report. Further guidance on the post-award submission process will be provided, if selected for award.

Goals, Objectives, Deliverables, and Timeline

Applicants will submit the projects goals, objectives, deliverables and timelines in the JustGrants Web-based form. See the [OJP Grant Application Resource Guide](#) for additional information.

Budget and Associated Documentation

Are you going to require the applicant to submit the web-based budget detailed form?

Yes

Budget Worksheet and Budget Narrative (Web-based Form)

Applicants will complete the JustGrants web-based budget form. See the [OJP Grant Application Resource Guide](#) for additional information.

The following paragraph (on "Cofunding") expressly modifies the "Cost Sharing or Matching Requirement" provisions in the OJP Grant Application Resource Guide. The applicant is to

follow the guidance in the following paragraph instead of the guidance stated under the “Cost Sharing or Matching Requirement” heading in the OJP Grant Application Resource Guide.

Cofunding: An award made by NIJ under this solicitation may account for up to 100 percent of the total cost of the project. The application should indicate whether it is feasible for the applicant to contribute cash, facilities, or services as non-federal support for the project. The application should identify generally any such contributions that the applicant expects to make and the proposed budget should indicate in detail which items, if any, will be supported with non-federal contributions.

For additional match information, see the “Cost Sharing or Match Requirement” section under Federal Award Information.

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.

Indirect Cost Rate Agreement (if applicable)

Applicants will submit their indirect cost rate agreement by uploading the agreement as an attachment in JustGrants. See the [OJP Grant Application Resource Guide](#) for additional information.

Financial Management Questionnaire (including applicant disclosure of high-risk status)

Applicants will download the questionnaire in JustGrants and submit by uploading the completed questionnaire as an attachment in JustGrants. See the [OJP Grant Application Resource Guide](#) for additional information.

Additional Application Components Curriculum Vitae or Resumes

Curriculum vitae or resume of the principal investigator and any and all co-principal investigators. In addition, curriculum vitae, resume, or biographical sketches of all other individuals (regardless of “investigator” status) who will be significantly involved in substantive aspects of the proposed project (including, for example, individuals such as statisticians used to conduct proposed data analysis).

Tribal Authorizing Resolution

If applicable, applicants will submit the Tribal Authorizing Resolution by uploading the resolution as an attachment in JustGrants. An application in response to this solicitation may require inclusion of information related to a tribal authorizing resolution as an attachment. See the [OJP Grant Application Resource Guide](#) for information on tribal authorizing resolutions.

Timeline Form

Proposed project timeline and expected milestones.

Letters of Support

Letters of cooperation/support or administrative agreements from organizations collaborating in the project, such as law enforcement and correctional agencies (if applicable).

Zones (if applicable)

As is mentioned above, OJP will give priority consideration in award decisions to designated Qualified Opportunity Zones (QOZs). Each applicant proposing to receive priority consideration under the under the Qualified Opportunity Zones priority must provide a sufficient narrative explanation in order for OJP to identify clearly the public safety benefit the applicant anticipates that its project will have on a specified QOZ(s). The narrative and the list of affected QOZs (by census tract number) must be included as an attachment that is clearly labeled as addressing QOZs. The applicant may also include tables, charts, graphs, or other relevant illustrations that may be useful in comprehending the manner in which the proposed project is anticipated to benefit a QOZ(s). Applicants will submit the narrative by uploading the document as an attachment in JustGrants.

Research and Evaluation Independence and Integrity Statement

If an application proposes research (including research and development) and/or evaluation, the applicant must demonstrate research/evaluation independence and integrity, including appropriate safeguards, before it may receive award funds. Applicants will submit a description of their research and evaluation independence and integrity by uploading the document as an attachment in JustGrants. For additional information regarding demonstrating research/evaluation independence and integrity, including appropriate safeguards, see the [OJP Grant Application Resource Guide](#).

Bibliography/reference

Bibliography/references. Provide a bibliography of any references cited in the Project Narrative.

Any tools/instruments, questionnaires, tables/chart/graphs, or maps

Any tools/instruments, questionnaires, tables/charts/graphs, or maps pertaining to the proposed project that are supplemental to such items included in the main body of the narrative.

List of Individuals in the Application

To assist OJP in assessing actual or apparent conflicts of interest (including such conflicts on the part of prospective reviewers of the application), provide a complete list of the individuals named or otherwise identified anywhere in the application (including in the budget or in any other attachment) who will or may work (or advise or consult) on the proposed research, development, or evaluation project. Applicants should use the "[Proposed Project Staff, Affiliation, and Roles](#)" form available on the NIJ webpage to prepare this list.

Human Subjects Protection

Human Subjects Protection paperwork (documentation and forms related to Institutional Review Board [IRB] review). See <https://nij.ojp.gov/funding/human-subjects-and-privacy-protection>. **Note:** Final IRB approval is not required at the time an application is submitted.

Privacy Certificate

Privacy Certificate (for further guidance go to <https://nij.ojp.gov/funding/confidentiality-and-privacy-protections> and <https://nij.ojp.gov/funding/model-privacy-certificate>).

Request to Use Incentives or Stipends

Applicants proposing to use incentives or stipends payments as part of their research project design, must submit an incentive or stipend approval request, as a separate document, according to the requirements set forth at <https://nij.ojp.gov/funding/participant-support-costs-and-incentives-social-scienceresearch>.

As is mentioned above, OJP will give priority consideration in award decisions to applications that address specific challenges that rural communities face. Each applicant proposing to receive priority consideration under the rural priority must provide a sufficient narrative to include what makes the geographic service area rural (using U.S. Census or other appropriate government data), how isolated the area is from needed services, and how it will address specific challenges in rural communities. Applicants will submit the narrative by uploading the document as an attachment in JustGrants.

Documentation of High-Poverty Areas or Persistent-Poverty Counties (if applicable)

As mentioned above, OJP will give priority consideration in award decisions to applications that demonstrate that the individuals who will benefit from the requested grant reside in high-poverty areas or persistent-poverty counties as defined above. Each applicant proposing to receive consideration under the High-Poverty Areas or Persistent Poverty Counties priority must provide a sufficient narrative explanation to identify each specific High-Poverty Area (by census tract number(s)) and/or each specific Persistent-Poverty County where individuals are intended to benefit from the requested grant and how the requested grant will address specific challenges in each such identified area and/or county. Applicants will submit the narrative by uploading the document as an attachment in JustGrants.

Data Archiving Plan

Applicants should anticipate that NIJ will require, through special award conditions, that data sets resulting in whole or in part from projects funded under this solicitation be submitted for archiving with the NACJD. See <https://nij.ojp.gov/funding/data-archiving-plans-nij-funding-applicants>.

Applications should include as an appendix a brief plan — labeled “Data Archiving Plan” — to comply with data archiving requirements. The plan should provide brief details about proposed data management and archiving, including submission to NIJ (through NACJD) of **all files and documentation** necessary to allow for future efforts by others to reproduce the project’s findings and/or to extend the scientific value of the data set through secondary analysis. Pertinent files and documentation include, among other things, qualitative and quantitative data produced, instrumentation and data collection forms, codebook(s), any specialized programming code necessary to reproduce all constructed measures and the original data analysis, description of necessary de-identification procedures, and (when required) a copy of the privacy certificate and informed consent protocols.

The plan should be one or two pages in length and include the level of effort associated with meeting archiving requirements.

Note that recipients are strongly encouraged to submit required data sets at least 90 days before the end of the period of performance.

Consortium/Contractual Arrangements

Explain the programmatic, fiscal, and administrative arrangements to be made between the applicant organization and the consortium organization(s).

Project Management Plan

The project management plan.

Disclosures and Assurances

Applicants will complete the following disclosures and assurances.

Disclosure of Lobbying Activities

Applicants will complete and submit the SF-LLL in Grants.gov. See the [OJP Grant Application Resource Guide](#) for additional information.

Applicant Disclosure of Duplication in Cost Items

Applicants will complete the JustGrants web-based Applicant Disclosure of Duplication in Cost Items form. See the [OJP Grant Application Resource Guide](#) for additional information.

DOJ Certified Standard Assurances

See the DOJ Certified Standard Assurances in the [OJP Grant Application Resource Guide](#).

DOJ Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements

Applicants will review and accept the DOJ Certified Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements. See [OJP Grant Application Resource Guide](#).

Applicant Disclosure and Justification – DOJ High Risk Grantees (if applicable)

If applicable, applicants will submit as an attachment in JustGrants. See the [OJP Grant Application Resource Guide](#) for additional information. A DOJ High Risk Grantee is a recipient that has received a DOJ High Risk designation based on a documented history of unsatisfactory performance, financial instability, management system or other internal control deficiencies, or noncompliance with award terms and conditions on prior awards, or that is otherwise not responsible.

How to Apply

Applicants will submit an **SF-424** and an **SF-LLL** in Grants.gov at <https://www.grants.gov/web/grants/register.html>.

Applicants will submit the **full application** including attachments in JustGrants at [JustGrants.usdoj.gov](https://www.justgrants.usdoj.gov).

For additional information, see the “How to Apply” section in the [OJP Grant Application Resource Guide](#).

Submission Dates and Time

The **SF-424** and the **SF-LLL** will be submitted in Grants.gov by 11:59 p.m. eastern time on March 3, 2021. OJP urges applicants to submit applications at least 72 hours prior to the application due date to allow time for the applicant to receive validation messages or rejection notifications from Grants.gov and to correct in a timely fashion any problems that may have caused a

rejection notification.

The **full application** will be submitted in JustGrants by 11:59 p.m. eastern time on March 17, 2021.

To be considered timely, the full application must be submitted in JustGrants by the JustGrants application deadline.

Application Review Information

Review Criteria

a. Scored Review Criteria

Applications that meet basic minimum requirements will be evaluated by peer reviewers. Applications will be evaluated on how the proposed project/program addresses the following criteria:

1. Statement of the Problem (understanding of the problem, (15%)
 - Demonstrated understanding of the problem.
 - Demonstrated importance of research questions, goals and objectives, including alignment with the aims of the solicitation.
 - Demonstrated awareness of the state of current research.

2. Project Design and Implementation (quality and technical merit) (50%).
 - Feasibility of proposed project.
 - Soundness of methods and analytic and technical approach to addressing the stated aim(s) of the proposed project.
 - Awareness of potential pitfalls of proposed project design and feasibility of proposed actions to minimize and/or mitigate them.
 - Feasibility of completing the deliverables noted in the solicitation.

3. Capabilities and Competencies (capabilities, demonstrated productivity, and experience of the applicant organization and proposed project staff) (15%)
 - Qualifications and experience of proposed project staff (that is, the principal investigator, any and all co-principal investigators, and all other individuals (and organizations) identified in the application (regardless of "investigator" status) who will be significantly involved in substantive aspects of the proposed project).
 - Demonstrated ability of the applicant organization to implement the proposed strategies and manage the effort.
 - Relationship between the capabilities/competencies of the proposed project staff (including the applicant organization) and the scope and strategies of the proposed project.

4. Potential Impact (20%)
 - Potential for a significant scientific or technical advance(s) that will improve criminal/juvenile justice in the United States.
 - Potential for significantly improved understanding of the stated criminal/juvenile justice problem.
 - Potential for innovative solution to address (all or a significant part of) the stated criminal/juvenile justice problem.
 - Strength and feasibility of the proposed dissemination plan to produce scholarly products (such as published, peer-reviewed, scientific journal articles, book chapter(s) or book(s) in the academic press, technological prototypes, patented inventions, databases, standards or similar scientific products) as well as make summary information available to broader interested audiences, such as criminal justice practitioners or policymakers.

5. Budget (0%)

In addition, peer reviewers will consider and may comment on the following additional items in the context of scientific and technical merit.

- Alignment of the proposed budget with proposed project activities.
- Total cost of the project relative to the perceived benefit (cost effectiveness).
- Appropriateness of the budget relative to the level of effort.
- Use of existing resources to conserve costs.

b. Additional Review Criteria

Other important considerations for NIJ include geographic diversity, strategic priorities (specifically including, but not limited to, those mentioned above relating to addressing specific challenges that rural communities face, high-poverty areas or persistent-poverty counties, demonstrable potential enhancement to public safety in one or more federally designated Qualified Opportunity Zones), available funding, past performance, and the extent to which the Budget Worksheet and Budget Narrative (web-based form) accurately explain project costs that are reasonable, necessary, and otherwise allowable under federal law and applicable federal cost principles.

Review Process

Applications submitted under this solicitation that meet basic minimum requirements, will be evaluated for technical merit by a peer review panel(s) in accordance with OJP peer review policy and procedures using the stated review criteria above.

OJP screens applications to ensure they meet the basic minimum requirements prior to conducting peer review. Although specific requirements may vary, the following are common requirements applicable to all solicitations for funding under OJP programs:

- The application must be submitted by an eligible type of applicant.
- The application must request funding within programmatic funding constraints (if applicable).
- The application must be responsive to the scope of the solicitation.
- The application must include all items necessary to meet the basic minimum requirements.
- The application, if submitted by an applicant that is a DOJ High Risk Grantee, or is designated "high risk" by a federal grant-making agency outside of DOJ, must not have been determined by the NIJ Director to pose a substantial risk of program implementation failure, based on 1) the applicant's lack of sufficient progress in addressing required corrective actions necessary for removal of the DOJ High Risk Grantee (or non-DOJ high risk) designation, 2) the nature and severity of the issues leading to or accompanying the DOJ High Risk Grantee (or non-DOJ high risk) designation, and/or 3) the applicant's expected ability to manage grant funds and achieve grant goals and objectives.

Pursuant to the Part 200 Uniform Requirements, before award decisions are made, OJP also reviews information related to the degree of risk posed by the applicant. Among other things to help assess whether an applicant that has one or more prior federal awards has a satisfactory record with respect to performance, integrity, and business ethics, OJP checks whether the applicant is listed in SAM as excluded from receiving a federal award.

In addition, if OJP anticipates that an award will exceed \$250,000 in federal funds, OJP also must review and consider any information about the applicant that appears in the non-public segment of the integrity and performance system accessible through SAM (currently, the Federal Awardee Performance and Integrity Information System, FAPIIS).

Important note on FAPIIS: An applicant may review and comment on any information about itself that currently appears in FAPIIS and was entered by a federal awarding agency. OJP will consider any such comments by the applicant, in addition to the other information in FAPIIS, in its assessment of the risk posed by the applicant.

All final award decisions will be made by Director of the National Institute of Justice, who may take into account not only peer review ratings and NIJ recommendations, but also

other factors as indicated in this section.

Federal Award Administration Information

Federal Award Notices

See the [OJP Grant Application Resource Guide](#) for information on award notifications and instructions.

Administrative, National Policy, and Other Legal Requirements

If selected for funding, in addition to implementing the funded project consistent with the OJP-approved application, the recipient must comply with all award conditions, and all applicable requirements of federal statutes and regulations (including applicable requirements referred to in the assurances and certifications executed in connection with award acceptance).

For additional information on these legal requirements, see the “Administrative, National Policy, and Other Legal Requirements” section in the [OJP Grant Application Resource Guide](#).

Information Technology (IT) Security Clauses

An application in response to this solicitation may require inclusion of information related to information technology security. See the [OJP Grant Application Resource Guide](#) for information on information technology security.

General Information about Post-Federal Award Reporting Requirements

In addition to the deliverables described in Program Description, any recipient of an award under this solicitation will be required to submit certain reports and data.

Required reports. Recipients typically must submit quarterly financial reports, quarterly, *semi-annual* progress reports, final financial and progress reports, final research reports, and, if applicable, an annual audit report in accordance with the Part 200 Uniform Requirements or specific award conditions. Future awards and fund drawdowns may be withheld if reports are delinquent. (In appropriate cases, OJP may require additional reports.)

See the [OJP Grant Application Resource Guide](#) for additional information on specific post-award reporting requirements, including performance measures data.

Progress Reporting Frequency

semi-annual

Federal Awarding Agency Contact(s)

For questions directed to the Federal Awarding Agency, see NCJRS contact information on page 2.

For contact information for Grants.gov, see page 2.

Freedom of Information and Privacy Act (5 U.S.C. 552 and 5 U.S.C. 552a)

See the [OJP Grant Application Resource Guide](#) for information on Freedom of Information and Privacy Act (5 U.S.C. 552 and 5 U.S.C. 552a).

Provide Feedback to OJP

See the [OJP Grant Application Resource Guide](#) for information on how to provide feedback to OJP.

Performance Measures

Objective	Performance Measure(s)	Data Recipient Provides
<p>Conduct research in social and behavioral sciences having clear implications for criminal justice policy and practice in the United States.</p> <p>Conduct research in science, technology, engineering, and/or mathematics having clear implications for criminal or juvenile justice policy and practice in the United States.</p>	<p>1. Relevance to the needs of the field as measured by whether the project's substantive scope did not deviate from the funded project or any subsequent agency-approved modifications to the scope.</p> <p>2. Quality of the research as demonstrated by the scholarly products that result in whole or in part from work funded under the NIJ award, such as published, peer-reviewed, scientific journal articles, and/or (as appropriate for the funded project) law review journal articles, book chapter(s) or book(s) in the academic press, technological prototypes, patented inventions, or similar scientific products.</p> <p>3. Quality of management as measured by such factors as whether significant project milestones were achieved, reporting and other deadlines were met, and costs remained within approved limits.</p>	<p>1. Quarterly financial reports, semi-annual and final progress reports, and products of the work performed under the NIJ award (including, at minimum, a final research report). If applicable, an annual audit report.</p> <p>2. List of citation(s) to all scholarly products that resulted in whole or in part from work funded under the NIJ award.</p> <p>3. If applicable, each data set that resulted in whole or in part from work funded under the NIJ award.</p>

Application Checklist

Research and Evaluation on Policing, Fiscal Year 2021

This application checklist has been created as an aid in developing an application.-

What an Applicant Must Do:

Prior to Registering in Grants.gov:

- Acquire a DUNS Number (see [OJP Grant Application Resource Guide](#))
- Acquire or renew registration with SAM (see [OJP Grant Application Resource Guide](#))

To Register with Grants.gov:

- Acquire AOR and Grants.gov username/password (see [OJP Grant Application Resource Guide](#))
- Acquire AOR confirmation from the E-Biz POC (see [OJP Grant Application Resource Guide](#))

To Find Funding Opportunity:

- Search for the Funding Opportunity on Grants.gov
- Access Funding Opportunity and Application Package (see [OJP Grant Application Resource Guide](#))
- Sign up for Grants.gov email [notifications](#) (optional) (see [OJP Grant Application Resource Guide](#))
- Read [Important Notice: Applying for Grants in Grants.gov](#)

- Read OJP policy and guidance on conference approval, planning, and reporting available at ojp.gov/financialguide/DOJ/PostawardRequirements/chapter3.10a.htm (see [OJP Grant Application Resource Guide](#))

Overview of Post-Award Legal Requirements:

- Review the "[Overview of Legal Requirements Generally Applicable to OJP Grants and Cooperative Agreements - FY 2021 Awards](#)" in the [OJP Funding Resource Center](#).

Scope Requirement:

- The federal amount requested is within the allowable limit(s) of \$3 million.

Eligibility Requirement:

- State governments
- Special district governments
- City or township governments
- Public and State controlled institutions of higher education
- County governments
- Public housing authorities/Indian housing authorities
- Native American tribal organizations (other than Federally recognized tribal governments)
- Native American tribal governments (Federally recognized)
- Nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education
- Nonprofits that do not have a 501(c)(3) status with the IRS, other than institutions of higher education
- Private institutions of higher education
- For profit organizations other than small businesses
- Independent school districts
- Small businesses

For purposes of this solicitation, the term "State" means any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virginia Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands.

Foreign governments, foreign organizations, and foreign colleges and universities are not eligible to apply. Federal agencies are eligible to apply. (Any award made to a federal agency will be made as an inter-agency reimbursable agreement.)

All recipients and subrecipients (including any for-profit organization) must forgo any profit or management fee.

- Submit **SF-424** and **SF-LLL** in Grants.gov

After SF-424 and SF-LLL Submission in Grants.gov, Receive Grants.gov Email Notifications That:

- Submission has been received in Grants.gov
- Submission has either been successfully validated or rejected with errors (see [OJP Grant Application Resource Guide](#))

If No Grants.gov Receipt, and Validation or Error Notifications are Received:

- Contact the NCJRS Response Center regarding technical difficulties (see [OJP Grant Application Resource Guide](#))

Receive email notification to complete application in JustGrants:

- Complete Application in JustGrants

Content of Application Submission:

The following items are critical application elements required to pass Basic Minimum Requirements review. An application that OJP determines does not include the application elements that must be included in the application submission in order for the application to meet the basic minimum requirements, will neither proceed to peer review, nor receive further consideration.

- Program Narrative (see page 12)
- Budget Worksheet and Budget Narrative (web-based form) (see page 13)
- Curriculum Vitae/Resumes for Key Personnel (see page 14)

Content of Application Submission

- Information to Complete the Application for Federal Assistance (SF-424) in Grants.gov
- Standard Applicant Information (SF-424 info from Grants.gov)
- Proposal Abstract
- Program Narrative

Budget and Associated Documentation

- Budget Worksheet and Budget Narrative (web-based form)
- Indirect Cost Rate Agreement (if applicable) (see [OJP Grant Application Resource Guide](#))
- Financial Management and System of Internal Controls Questionnaire (see [OJP Grant Application Resource Guide](#))

Additional Application Components

- Tribal Authorizing Resolution (if applicable) *[insert if applicable]* (see [OJP Grant Application Resource Guide](#))
- Research and Evaluation Independence and Integrity (see [OJP Grant Application Resource Guide](#))
- Documentation of rural challenges (if applicable)
- Documentation of high-poverty areas or persistent poverty counties (if applicable)
- Documentation of enhanced public safety in federally designated Qualified Opportunity Zones (if applicable)

Disclosures and Assurances

- [Disclosure of Lobbying Activities \(SF-LLL\)](#) (see [OJP Grant Application Resource Guide](#))
- Applicant Disclosure of Duplication in Cost Items (Pending Applications) (see [OJP Grant Application Resource Guide](#))
- DOJ Certified Standard Assurance (see [OJP Grant Application Resource Guide](#))
- DOJ Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements (see [OJP Grant Application Resource Guide](#))
- Applicant Disclosure and Justification – DOJ High Risk Grantees (if applicable) (see [OJP Grant Application Resource Guide](#))

Submit Application in JustGrants:

- Application has been successfully submitted in JustGrants

If No JustGrants Application Submission, Validation, or Error Notifications are Received:

- Contact JustGrants.Support@usdoj.gov or 833-872-5175 regarding technical difficulties

Endnotes

[1] U.S. Department of Justice, *Policing Strategic Research Plan of the National Institute of Justice for FY 2017–2022*, Washington, DC: US Department of Justice, 2018, <https://nij.ojp.gov/topics/articles/policing-strategic-research-plan-2017-2022>.

[2] See for example the “National Consensus Policy and Discussion Paper on Use of Force,” International Association of Chiefs of Police, Alexandria, VA, July 2020, <https://www.theiacp.org/resources/document/national-consensus-discussion-paper-on-use-of-force-and-consensus-policy>.

[3] See for example “Reimagining Public Safety,” Policing Project website, accessed September 29, 2020, <https://www.policingproject.org/rps-landing>.

[4] See reference 3.

[5] Engel, R. S., McManus, H. D., & Herold, T. D. (2020). Does de-escalation training work? A systematic review and call for evidence in police use of force reform. *Criminology & Public Policy*, 19(3), 721-759.

[6] Todak, N., & James, L. (2018). A systematic social observation study of police de-escalation tactics. *Police Quarterly*, 21(4), 509-543.