

Commonwealth of Massachusetts  
Executive Office of Public Safety and Security  
Office of Grants and Research

Availability of Grant Funds (AGF)  
2017 Senator Charles E. Shannon, Jr. Community Safety Initiative (CSI)  
Local Action Research Partnerships: Building Capacity in Funded Grant Communities

**PROGRAM OVERVIEW**

The Executive Office of Public Safety and Security’s (EOPSS) Office of Grants & Research (OGR) is responsible for administering the Senator Charles E. Shannon Jr., Community Safety Initiative (Shannon CSI) Grant Program. The Shannon CSI Grant Program is authorized by Chapter 46 of the Massachusetts Acts of 2016, an act making appropriations for the Fiscal Year 2017.

The Shannon CSI Grant Program incorporates the key elements of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model.<sup>1</sup> Grant funding, oversight, and technical assistance supports regional and multi-disciplinary approaches to *combat gang violence* through coordinated prevention and intervention, law enforcement, prosecution, and reintegration type programs. Local Action Research Partners (LARPs) assist funded sites by providing strategic, analytic, technical, and research support.

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**SECTION 1 - IMPORTANT HIGHLIGHTS**

*1.1 Key Dates*

AGF Posted:	September 20, 2016
Bidder’s Conference Webinar: <sup>2</sup>	October 4, 2016 from 1:30 pm to 3:30pm
Letter of Intent <sup>3</sup> due:	October 6, 2016
Proposals due:	October 20, 2016, No later than 4:00 pm
Award Announcements Anticipated:	On or about December 2, 2016
Anticipated Grant Period:	On or about January 1, 2017 through December 31, 2017

<sup>1</sup> For more information on the OJJDP Comprehensive Gang Model, see: [www.nationalgangcenter.gov/Comprehensive-Gang-Model](http://www.nationalgangcenter.gov/Comprehensive-Gang-Model)

<sup>2</sup> Parties wishing to participate in the Bidder’s Conference Webinar can register at <https://attendee.gotowebinar.com/register/1751371767223350275>. Register for the webinar by October 3, 2016.

<sup>3</sup> A Letter of Intent template will be available online at [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon). All applicants **must** submit a Letter of Intent.

### *1.2 Funding Overview*

EOPSS expects to award up to \$450,000 in 2017 Shannon CSI LARP Grant Funds.

EOPSS strongly recommends applicants to demonstrate a collaborative effort within a municipality or region. One Shannon LARP application should be submitted in response to the corresponding number of Shannon CSI site applications submitted. If multiple municipalities apply together as a regional collaborative group within the same Shannon CSI application, only one Shannon LARP application should be submitted. Only one LARP application should be submitted for municipalities applying to the Shannon CSI AGF individually.

### *1.3 Eligibility*

Public and quasi-public entities or not for profit research entities established to fulfill a primary public purpose are eligible to apply for funding.

Entities wishing to apply for LARP funding are required to submit an application on their own behalf.

### *1.4 Total funding available*

- EOPSS will make multiple awards (maximum \$50,000).
- Applicants should provide budgets for twelve (12) months of funding.
- This is a competitive award process; EOPSS may award full funding, partial funding, or no funding.

## **SECTION 2 - GRANT COMPLIANCE DETAILS**

### *2.1 Fund Disbursement*

Details about the fund disbursement process will be provided when the awards are made.

### *2.2 Project Duration*

Applicants must apply for up to one year of funding. The anticipated funding cycle for projects will begin on or about **January 1, 2017 and end December 31, 2017.**

### *2.3 Sub-recipient Requirements*

Sub-recipients must abide by the grant requirements below as well as all of the Office of Grants and Research (OGR) Sub-recipient Grant Conditions which will be provided at the time of contracting.

### 2.3.1 Grants Management

If awarded, EOPSS requires:

- OGR sub-recipient grant conditions be signed and dated.
- The submission of satisfactory and timely quarterly progress reports and quarterly financial reports.
- The individual acting as the LARP to be the single point of contact for the management of the grant.
- The identification of the project director and their contact information.
- The cooperation during OGR monitoring endeavors, including site visits, desk reviews, attendance at technical assistance meetings.
- All costs paid with grant funds must be direct and specific to the implementation of the Shannon CSI LARP-funded project (see *Table 1, p.11* and *Table 2, p. 12* for detailed allowable and unallowable cost descriptions).
- Funds for projects and services provided through this grant must supplement, not supplant, other state or local funding sources. Supplanting of funds is strictly prohibited.

### 2.3.2 Procurement

Sub-recipients choosing to further sub-grant to an implementing agency or an independent contractor, all or any part of the amount of the Shannon CSI grant award, shall include the provisions of the OGR standard sub-grant conditions and enter into a written contract or Memorandum of Understanding (MOU) with the implementing agency or independent contractor. A copy of the contract or MOU must be submitted to OGR for the sub-recipient grant folder once an award is made.

- Procurement of services, equipment, and supplies must follow M.G.L. Ch. 30B for local units of government and non-profit entities and Operational Services Division (OSD) Purchasing Guide for state agencies. Local units of government must ensure that subcontracts with private organizations have provisions ensuring any goods and services provided by the subcontractor are consistent with M.G.L. Ch. 30B procedures.

### 2.3.2 Procurement (continued)

- It is the responsibility of the sub-recipient to report alleged waste, fraud or abuse including any alleged violations, serious irregularities, sensitive issues or overt or covert acts involving the use of public funds in a manner not consistent with related laws and regulations or appropriate guidelines for purposes of the grant. Reports should be made to the Offices of the Massachusetts Inspector General or State Auditor.

Office of the Inspector General  
John W. McCormack State Office Building  
One Ashburton Place, Room 1311  
Boston, MA 02108  
617-727-9140  
[MA-IGO-General-Mail@massmail.state.ma.us](mailto:MA-IGO-General-Mail@massmail.state.ma.us)

Office of the State Auditor  
Massachusetts State House, Room 230  
Boston, MA 02133  
617-727-2075  
[www.mass.gov/auditor/report-fraud-and-waste.html](http://www.mass.gov/auditor/report-fraud-and-waste.html)

### 2.3.3 Other Requirements

- LARPs assist the Shannon CSI site program director, steering committee, and funded program partners by providing strategic thinking, critical analysis, and continuous feedback to improve or maintain program operations and ensure that goals of the funded Shannon CSI programs are within scope, on schedule and within budget.
- LARPs must work with the site program director to ensure timely and accurate quarterly programmatic reporting within the reporting database for the site and each individual funded program partner.
- LARPs inform the site program director, funded program partners, and other program stakeholders as to emerging and relevant evidence-based and best practices research, specific to comprehensive, multi-disciplinary approaches, like OJJDP's Comprehensive Gang Model. This information should be used to guide Shannon CSI program strategies.
- LARPs continue to assist the Shannon CSI site program directors and Statewide Research Partner in developing, implementing and validating the individual risk assessment tool (to be determined) to be used for identifying Shannon eligible youth participating in the Shannon CSI funded programs.
  - *Shannon eligible youth* must be: **(1)** between the ages of 10-24 years of age; **(2)** living in a *high-risk area within the community*; and **(3)** *at-risk or high-risk* of becoming involved, or currently involved, in gang activity.

### 2.3.3 Other Requirements (continued)

- ***At-risk youth*** are in danger of engaging in risky behaviors or gang activity, due to the presence of known risk factors for gang involvement, such as exposure to gang affiliates, in their environment (home or community).
- ***High-risk youth*** are exposed to the same risks factors as at-risk youth, as well as additional risk individual factors such as school failure, truancy, dropping out of school, substance abuse, court involvement, witnessing violence or violent victimization, and gang involvement as an affiliate or member not yet participating in violent criminal activity.
- ***Proven-risk youth*** are identified as those youth being perpetrators or victims of shooting or stabbing violence, and/or are known gang members.
- LARPs support the Shannon CSI site program directors in researching, developing, and implementing community risk assessment to be used for identifying strategies, or gaps in services, needed to address the specific *gang violence problem*. **Community assessments are to follow the OJJDP guidelines<sup>4</sup> and be completed by September 1, 2017.**
- LARPs are required to present recommendations and propose suggestions for their Shannon CSI colleagues (via steering committee meetings, funded partner meetings, technical assistance meetings, email blasts, etc.) based on:
  - Outcomes and performance of the funded Shannon CSI programs;
  - Knowledge gained from research and evaluation literature; and
  - Results of individual and community risk assessments upon EOPSS approval.
- Minimal recommendations should:
  - Suggest improvements to services;
  - Advise changes to program strategy;
  - Improve communication and collaboration within the community ;
  - Identify gaps in community programming;
  - Determine emerging trends in the community; and
  - Advance means of data collection.
- LARPs will communicate all recommendations to EOPSS via the quarterly reporting forms.
- LARPs will provide and/or facilitate technical assistance for the site program director and funded program partners on relevant topics such as, but not limited to, use and implementation of individual and community risk assessment tools, quarterly reporting, etc., on an as needed basis.
- LARPs must attend all scheduled technical meetings or other trainings deemed mandatory by OGR.

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<sup>4</sup> For more information on the OJJDP Comprehensive Gang Model Community Assessment Guideline, see: [www.nationalgangcenter.gov/Comprehensive-Gang-Model](http://www.nationalgangcenter.gov/Comprehensive-Gang-Model)

### 2.3.3 Other Requirements (continued)

- LARPs must submit complete and accurate quarterly programmatic and financial reports to OGR by the submission due date.
- LARPs must submit an annual report documenting the grant activity for the duration of the award period (01/01/2017 – 12/31/2017) to EOPSS by the submission due date.

## SECTION 3 - APPLICATION PROCESS

### 3.1 Proposal Pre-Submission Requirements

#### 3.1.1 Letter of Intent and Application Questions.

Applicants intending to apply for the FY2017 Shannon CSI LARP AGF **must** mail or fax a non-binding letter of intent by **October 6, 2016**. Address the letter to EOPSS and specify the applicant's name and fiscal agent. Fax letters to 617-725-0260 and mail letters to:

The Executive Office of Public Safety and Security  
c/o Mike Bishop  
Office of Grants and Research  
Ten Park Plaza, Suite 3720  
Boston, MA 02116

#### 3.1.2 Bidder's Webinar

A bidder's webinar will be offered to provide an overview of the AGF and an opportunity for interested parties to inquire about the AGF and the related application process. The webinar will take place on **October 4, 2016 from 1:30 pm to 3:30 pm**. Attendance is not mandatory, but is strongly recommended.

To register for the Bidder's Webinar visit:

<https://attendee.gotowebinar.com/register/1751371767223350275>

no later than **October 3, 2016**. Further information regarding the Bidder's Webinar and this AGF can be found at: [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon).

EOPSS will accept written questions regarding this AGF until **October 7, 2016**. Submit questions via email to: [eopsshannon@state.ma.us](mailto:eopsshannon@state.ma.us). Responses to all questions will be posted no later than **October 11, 2016** at: [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon). *Questions posed after October 7, 2016 will not be accepted.*

### 3.2 Application Instructions

Acceptable application formatting includes:

- **One original** and **four copies** of the proposal.
- Templates for Attachments A-F ([www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon));
- Binders to affix application (please do not staple proposal or attachments);
- Typed, single-spaced, using PDF template provided
- For any attachments where a PDF template is not provided, format should be typed, single-spaced, 12-point font with one inch margins.

### 3.3 Required Sections

#### 3.3.1 Cover Page (*Attachment A*):

- Complete with the **Program Manager** name and contact information being that of the individual acting as the LARP even if that individual is operating as a contractor.
- Submit an unsigned fillable PDF of the cover page via email to: [eopsshannon@state.ma.us](mailto:eopsshannon@state.ma.us).
- Submit hard copy with original signature, dated in **BLUE INK**.

*The application will be considered invalid unless an authorized official from the applicant agency has signed and dated the cover page.*

#### 3.3.2 Program Narrative (*Attachment B*)

- ***Applicant Qualifications and Experience***

*If applicant received funding previously:*

Provide resumes for only *new* staff filling any key role or having key responsibilities on this project during 2017.

*If a new applicant:*

Demonstrate LARP applicant's knowledge and experience working on a project with a comprehensive, multi-disciplinary approach based off OJJDP's Comprehensive Gang Model. Include:

- Knowledge and experience relating to evidence-based practices and best practices research relevant to this model. <sup>5</sup>
  - Based on the proposed Shannon CSI site strategy, detail the LARP applicant's capacity to provide support, assist, guide, and potentially re-access the feasibility and appropriateness of the selected strategy with the site program director.
  - Provide resumes of all individuals who will be filling any key role or having key responsibilities on this project.
- ***Statement of Partnership***  
*Statement of Partnerships* originate from the designated Shannon CSI site(s) and are signed by the site director and/or authorized signatory. *Statement of Partnerships* must include:
    - A description of the relationship, and any past work experience, between the LARP applicant and the partner Shannon CSI site.
    - A justification for this current relationship.
    - An explanation regarding the current relationship with the steering committee.

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<sup>5</sup> For more information regarding the Office of Juvenile Justice and Delinquency Prevention Best Practices (Second Edition) at [www.ncjrs.gov/pdffiles1/ojjdp/231200.pdf](http://www.ncjrs.gov/pdffiles1/ojjdp/231200.pdf)

### 3.3.2 Program Narrative

- *Applicant Qualifications and Experience* (continued)

*If applicant received funding previously:*

Indicate any challenges experienced and means for addressing these challenges.

*If a new applicant:*

Define the methods for establishing an effective working relationship (including steps that have already been taken, for example, preliminary discussions regarding this application).

- *Memorandum of Understanding*

LARP applicants must submit a Memorandum of Understanding (MOU), signed by authorized signatories of both parties, that outlines the respective roles and responsibilities of the LARP applicant and their Shannon CSI partner site.

- *Program Strategy*

#### 1. Action Research

- Explain the methods the LARP applicant will use to provide strategic, analytic, technical and research support when assisting the Shannon CSI site director, steering committee, and funded partners in improving or maintaining the Shannon CSI strategy and outcomes.
  - How will the LARP applicant assess the effectiveness of the implemented Shannon CSI strategy?
  - What data will be used?
  - How will the data be collected and analyzed?
  - How will this information be communicated?
- How will the LARP applicant inform the Shannon CSI site director, funded partners, and other stakeholders as to emerging and relevant evidence-based and best practices research, specific to comprehensive, multi-disciplinary approaches like OJJDP's Comprehensive Gang Model?
  - What methodology/steps will be used for collecting, organizing, and archiving this information for ease of accessibility of all stakeholders?
- How frequently will the LARP applicant present recommendations and proposed suggestions (as outlined in *Other Requirements*) to the Shannon CSI site director, steering committee, and funded partners?

### 3.3.2 Program Narrative

- *Program Strategy (continued)*

#### 2. Shannon CSI LARP and Site Collaboration Efforts

Shannon CSI site applicants are asked to provide a *gang definition* and *gang violence problem statement*. Based on the site's definition and statement:

*If applicant received funding previously:*

Describe the LARP applicant's involvement in the development or clarification of the Shannon CSI site's:

- *Gang Definition*
- *Gang Problem Statement*

*If a new applicant:*

Describe the steps, methods, and strategies that would be taken to assist the Shannon CSI site develop or define:

- *Gang Definition*
- *Gang Problem Statement*

#### 3. Risk Assessments

Shannon CSI site applicants are asked to describe the methods used to identify strategies, or gaps in services, needed to address the specific gang violence problem in the community, as well as the strategies and funded programs selected as a result of these methodologies. Based on the methods and strategies provided indicate the progress made on the following items:

- *Community Risk Assessments*

*If a community risk assessment has been implemented:*

- When was the community risk assessment completed?
  - Provide copy of assessment as attachment within Additional Material ([Attachment G](#))
- If more than five years has passed since the initial assessment, is a follow-up community risk assessment planned to reassess whether new strategies are necessary or if new gaps in service have arisen?
  - If so, please provide details.
  - If not, explain why.
- Demonstrate what recommendations resulting from the assessment have been adopted, and how.

*If a community risk assessment has not been implemented within the last five years:*

- Explain how the LARP applicant is strategizing, researching, or commencing with the development of a community risk assessment. **Community assessments are to follow the OJJDP guidelines<sup>6</sup> and be completed by September 1, 2017.**
  - Provide timeline for competition in 2017

### 3.3.2 Program Narrative

- *Program Strategy (continued)*

- **Individual Risk Assessments**

In 2017, EOPSS anticipates adopting an individual risk assessment tool to be utilized for assessing Shannon eligibility (see “Other Requirements” on page 4-5) for non-case management, non-drop-in and non-suppression programs. Once adopted, how will the applicant assist the site and partners:

- Determine the appropriateness of the tool for their program(s)?
- Implement the risk assessment tool
- Train appropriate staff

*Additionally:*

- How will the applicant coordinate with Statewide Research Partner in any research tasks related to the selection and implementation of the individual risk assessment tool

#### 4. Quarterly and other reporting technical assistance

Explain how the LARP applicant will assist the Shannon CSI site and funded partners to ensure timely and accurate quarterly programmatic reporting within the reporting database. Explanations should include:

- How the LARP applicant will assist with data entry and processing, review and validation of the data, and liaise with the Statewide Research Partner.
- How will the LARP applicant provide technical assistance related to the reporting database (i.e., periodic check-ins, scheduled meetings, etc.)

### 3.3.3 Budget Excel Workbook (*Attachment C*)

This section outlines the budget necessary to implement the applicant’s proposed strategy. Applicants must:

- **Submit a *twelve* month budget.**
- Utilize *Attachment C* to document the proposed costs for each allowable cost category (see *Table 1, p.11* and *Table 2, p. 12*). Estimated costs must be identified.

### 3.3.4 Budget Narrative (*Attachment D*).

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<sup>6</sup> For more information on the OJJDP Comprehensive Gang Model Community Assessment Guideline, see: [www.nationalgangcenter.gov/Comprehensive-Gang-Model](http://www.nationalgangcenter.gov/Comprehensive-Gang-Model)

Submit a Budget Narrative which provides additional details for budget expenditures. The Budget Narrative should further indicate how each budget line item links to the applicant’s proposed strategy (see *Table 1, p.11* and *Table 2, p. 12*). Activities and programs referenced in the proposed strategy should be outlined in the Budget Narrative in order to be considered for funding.

**Table 1. Allowable cost categories.**

Allowable Budget Cost Categories	Explanation of Allowable Costs
Personnel	<ul style="list-style-type: none"> <li>• Full or part-time regular salaried employees working on the grant.</li> </ul>
Fringe	<ul style="list-style-type: none"> <li>• <b>For Massachusetts state sponsored universities:</b> fringe related costs are allowable but must be listed under the “Other” category as <i>other personnel costs</i>.</li> <li>• <b>For non-Massachusetts state sponsored universities:</b> fringe related costs are allowable and can be listed under the “Fringe” cost category.</li> <li>• Employer Fringe benefits requested to be paid by this grant can be based on either: 1) actual known municipality paid costs for each benefit category, or 2) an established formula applied to the base salary numbers shown above broken out by the benefit category. Fringe benefits are for the personnel listed in budget category A and only for the percentage of time devoted to the project. Employer paid payroll taxes may also be included as a separate cost.</li> </ul>
Contract/Consultants	<ul style="list-style-type: none"> <li>• Consultant or contractor fees.</li> <li>• The maximum rate for consultants is \$650 for an eight hour day or \$81.25 per hour (excluding travel and subsistence costs). Any request for compensation over \$650 per day requires prior written approval by EOPSS.</li> <li>• Contracts – a competitive process based on the municipality’s procurement policy should be followed when procuring contracted services</li> <li>• <i>Contract salary, fringe benefit, travel, and other costs should follow instructions within direct salary, fringe benefit, travel and other costs.</i></li> </ul>
Local Travel	<ul style="list-style-type: none"> <li>• Travel directly related to the purpose of the grant.</li> <li>• In-state travel costs associated with the grant shall include mileage rates not in excess of \$0.45 per mile, as well as the actual costs of tolls and parking.</li> </ul>
Equipment (communication, IT, etc.)	<ul style="list-style-type: none"> <li>• Tangible, non-expendable personal property having a useful life of more than one year; cost based on classification of equipment.</li> </ul>
Supplies	<ul style="list-style-type: none"> <li>• General supplies required for project or office (pens, pencils, postage, training materials, copying paper, and other expendable items such as books, ink, etc.)</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Items (e.g., rent costs, telephone costs, reproduction costs, training material costs, 4% grant administration costs).</li> <li>• Direct and/or support service costs relevant to the proposed project that cannot be listed within the personnel, fringe, consultants/contracts, travel and/or supplies cost category can be included in the “Other” cost category. Direct and/or support service</li> </ul>

	<p>costs may not exceed a rate of 27.5%. Please be sure to itemize each cost type and detail as to how the amount budgeted was calculated.</p> <ul style="list-style-type: none"> <li>• <b>For Massachusetts state sponsored universities:</b> any fringe related costs may be listed in the “Other Category” as <i>other personnel costs</i>.</li> </ul>
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**Table 2. Unallowable cost categories.**

Unallowable Budget Cost Categories	Explanation of Unallowable Costs
Travel	<ul style="list-style-type: none"> <li>• No grant funds may be spent for out-of-state conference fees, out-of-state travel, or out-of-state lodging without prior written approval from OGR.</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Direct and/or support service costs relevant to the proposed project that cannot be listed within the personnel, fringe, consultants/contracts, travel, and/or supplies cost, but are included in the “Other” cost category, may not exceed a rate of 27.5%.</li> <li>• No grant funds may be spent for construction, office furniture, or other like purchases.</li> <li>• No grant funds may be spent for food or beverages for any meeting, conference, training or other event.</li> </ul>

**3.3.5 Contractor Authorized Signatory Listing (*Attachment E*).**

Complete this form as instructed.

**3.3.6 Memorandum of Understanding (MOU) with Subcontractors (*Attachment F*).**

Submit a one (1) page MOU only if the LARP plans to further subcontract any of the award funds to a contractor or consultant. This MOU must be signed and dated by representatives from the LARP and the contractor/consultant.

**3.4 Additional Material (*Optional -Attachment G*).**

Applicants may attach any additional material that may be helpful to reviewers, including but not limited to community assessments, cooperative agreements or letters of support to demonstrate collaboration, and press clippings or survey results that illustrate the community crime problems, etc.

Applicants should be aware that evaluation will be based primarily on the information provided in the application, with additional material used only to clarify or augment points made in the application. Please note that additional material will not be returned.

**3.5 Submission Process and Deadline**

Completed applications must be mailed or hand-delivered<sup>7</sup> to:

The Executive Office of Public Safety and Security

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<sup>7</sup> If you choose to hand deliver the proposal, please note that a valid form of identification is required to enter the Ten Park Plaza Office Building on the 2<sup>nd</sup> floor.

c/o Mike Bishop  
Office of Grants and Research  
Ten Park Plaza, Suite 3720  
Boston, MA 02116

**ONE ORIGINAL and FOUR COPIES** of the proposal **must be received by 4:00pm on October 20, 2016**. *Attachment A* must be submitted electronically as a fillable PDF to: [eoppshannon@state.ma.us](mailto:eoppshannon@state.ma.us) and as a hard copy (signed in **BLUE INK** by the authorizing official). *Faxed proposals will not be accepted.*

### 3.6 Proposal Review Process

Applications will be subjected to a competitive review process and may be reviewed in tandem with the respective Shannon CSI application. Each application will be evaluated based on the following:

- **Grant compliance history.**  
EOPSS will consider the applicant's previous history with grant compliance and participation/support in the Shannon CSI gang violence reduction strategy.
- **Relevancy of applicant qualifications and experience.**  
The applicant's demonstrated knowledge of, and past professional experience working with, evidence-based and best practices relevant to the Comprehensive Gang Model will help to determine the applicant's capacity to provide support to Shannon CSI site.
- **Quality of action research.**  
The applicant's demonstrated ability to present qualitative and quantitative data will be used to determine the applicant's ability to inform the Shannon CSI stakeholders of the emerging trends and program effectiveness.
- **Justification of the partnership and collaboration.**  
Partnerships between the LARP applicant and the Shannon CSI site, as well as the proposed strategies for developing and implementing the community risk assessment and individual risk assessments will be used to determine if the proposed partnerships will result in productive and effective efforts that help reduce the *gang violence problem*. Additionally, the LARP applicant's ability to adequately allocate resources for reporting assistance will be taken into consideration
- **Consistency between the proposed budget and strategy.**  
The proposed Budget Excel Workbook and Budget Narrative will be evaluated to ensure that the approved cost categories are comprised of items which ensure proper implementation and maximum effectiveness of the proposed strategy.

## SECTION 4 - NOTIFICATION OF AWARDS

All final funding decisions are at the discretion of the Secretary of Public Safety and Security. It is anticipated that grant awards will be announced on or about **December 2, 2016**

## SECTION 5 - PROPOSAL CHECKLIST

- Cover Page** (*Attachment A*) -A completed Grant Application Cover Page submitted electronically as a fillable PDF to [eoppshannon@state.ma.us](mailto:eoppshannon@state.ma.us) and as a hard copy in the application package.
- Program Narrative** (*Attachment B*)
- Budget Excel Workbook** (*Attachment C*)
- Budget Narrative** (*Attachment D*)
- Contract Authorized Signatory Listing** (*Attachment E*)
- Memorandum of Understanding (MOU) with Subcontractors** (*Attachment F*)
- Additional Material** (*Optional-Attachment G*)
- Submit one original and four copies of the proposal to :

The Executive Office of Public Safety and Security  
c/o Mike Bishop  
Office of Grants and Research  
Ten Park Plaza, Suite 3720  
Boston, MA 02116