Faith and Communities: Partnering to Prevent Crime and Violence

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Introduction

Communities are faced with the surmounting challenge to protect citizens from increasing crime and support offenders returning home and reentering the community while providing valuable services to youth and families. The U.S. Department of Justice's Center for Faith-based and Neighborhood Partnerships (CFBNP) serves as a bridge between the community and the Department of Justice's efforts to strengthen communities in three priority areas: promoting responsible fatherhood, preventing youth and gang violence, and assisting those returning from incarceration to become productive citizens.

In communities with concentrated crime and needs, it can become difficult to determine where to lend support, how to identify your organization's capacity, and which resources may be leveraged to support your programs. For years the involvement of faith-based and non-profit organizations has been paramount in helping law enforcement engage neighborhood residents in crime reduction strategies while providing critical services and support to children and families in need.

Faith can be a powerful motivator and often drives the vital work of your organizations. It is important to remember that passion for the mission must be coupled with sound business practices to be truly successful in the long-term. The most successful community efforts are those that involve multiple partners, such as neighborhood residents, law enforcement, churches, and service organizations.

In recognition of the valuable leadership and commitment faith-based and non-profit organizations bring to the community, CFBNP has designed this guide to provide you with valuable resources to sustain your community service programs and make a bigger impact in your communities. This resource guide will address capacity building, partnerships and collaboration, and funding.

Stopping crime and youth violence and building supportive communities

The Center for Faith-based and Neighborhood Partnerships (CFBNP) at the U.S. Department of Justice supports three initiatives within the Obama Administration: the National Forum on Youth Violence Prevention (NFYVP), the President's Fatherhood and Mentoring Initiative, and the Federal Interagency Reentry Council.

The NFYVP is based on the assumption that crime and violence can be reduced if all community entities-public, private, as well as faith-based and community organizations, including those focused on particular neighborhoods and those with citywide mandates-commit themselves to specific actions. These actions should be part of a data-driven comprehensive plan that blends prevention, intervention, enforcement and reentry. This work is rooted in a unique approach to federal and local partnerships with a variety of partners from Boston, MA; Camden, NJ; Chicago, IL; Detroit, MI; Memphis, TN; Minneapolis, MN; New Orleans, LA; Philadelphia, PA; and Salinas and San Jose, CA. To find out more information about the NFYVP and to see the six cities' comprehensive plans, visit *www.findyouthinfo.gov/topic_preventingViolence.shtml*.

The President's Fatherhood and Mentoring Initiative and member agencies are working to change fatherlessness by supporting family- and father-friendly policies, highlighting the importance of fathers in the lives of their children, and developing coalitions around this issue in an effort to provide resources to help men be better dads. Fatherlessness is a growing problem in America and undergirds many of the challenges that families are facing. Many studies have found that when dads aren't around, young people are more likely to drop out of school, use drugs, be involved in the criminal justice system, and become young parents themselves[1]. To learn more about or join the President's Fatherhood and Mentoring Initiative, visit *www.fatherhood.gov/pledge*.

Finally, the CFBNP, through its work with the Federal Interagency Reentry Council, is also working to expand the range of grantees and partners working in community-based reentry programs. Community- and faith-based organizations have traditionally played an important role in reentry. They participate in reentry collaboratives throughout the country, providing valuable reentry services in prisons, jails, and communities; offering outreach and direct services to returning individuals; and linking returning citizens to resources that will help them successfully reenter communities. To learn more about how your organization can assist with prisoner reentry efforts in your community, as well as grants and best practice, visit the Federal Interagency Reentry Council's resources at the National Reentry Resource Center at *www.nationalreentryresourcecenter.org/audiences/communityfaith-based*.

[1] See Harper and McLanahan, "Father Absence and Youth Incarceration;" Bronte-Tinkew et al., "The Influence of Father Involvement;" Bronte-Tinkew et al., "The Father-Child Relationship;" McBride et al., "The Mediating Role of Fathers' School Involvement;" Ellis et al., "Does Father Absence Place Daughters at Special Risk."

What faith-based and community groups bring to the table

The faith community has an established history of standing up for justice and equality. From the opposition to slavery in the 19th century, to supporting women's suffrage, and to civil rights in the 20th century and beyond, faith and community organizations have tirelessly fought on behalf of the residents of their community. Much of their success is due to the many and varied assets they bring to their work:

- Convening power
- Spiritual authority
- Facilities (e.g., space for after-school programs)
- Access to a variety of volunteers and community residents
- A communications capacity
- Ability to mediate
- Tenacity in the face of danger
- Knowledge of the streets and of the pain that violence causes
- A voice for social justice
- Ability to connect a positive adult with the disconnected, the lonely, and the angry
- A bridge between community and government officials
- Direct experience in the direct provision of social services, such as shelter, education, food, and a variety of other basic needs

Congregations and community groups are varied, yet each has a gift to give. These groups have different strengths as well as different levels of tolerance for dealing with brokenness, anger, street life, poverty, and crime. Some host meetings and provide funds; others dive into the situation on site, while others still find their path by doing something in between.

Community work may include a variety of forms, from simple and spontaneous activities such as neighborhood peace marches or a congregation's grandmothers hugging third graders, to complex and wide-reaching methods such as job training, mentoring, participating in citywide committees and task forces, or getting involved in policy issues. A faith leader's role is to convince his or her congregation that it has an essential role to play, no matter how small or how distant from the immediate problem. Whenever a congregation extends itself and provides a contribution of any kind to the community, enthusiasm, energy, and community bonding deepen.

It is important for faith-based and community organizations to connect with other neighborhood organizations to address local needs and concerns to broaden and expand the community work they provide. The organization may be part of a formal or informal clergy or interfaith council, an alliance of churches, or a neighborhood coalition that includes secular groups. It may even be physically based at a secular location. Faith groups can work together through community-wide councils, formal neighborhood alliances, with secular partner groups (including government-funded service providers), and with citywide or community-wide initiatives. Whatever the structure, the importance of collaboration cannot be understated.

Why this resource guide was developed

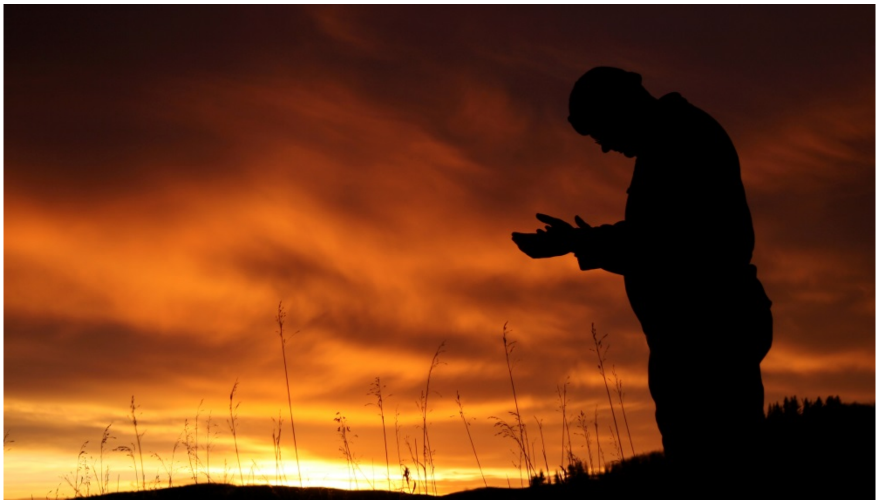
Faith-based and community organizations are anchors of positive influence in troubled neighborhoods. They can offer a neutral location and facilities for services ranging from job training to sports to childcare and parenting skills training. They often offer a presence through their willingness to go out into the streets, to welcome a prisoner returning home, and to forge a relationship and stay with those whom others fear or have rejected.

Most faith-based and community involvement in crime and violence prevention begins at the local level in response to local needs and concerns. As neighborhood and volunteer work expand, become known in the community, and are deemed effective, faith-based groups may decide to seek support from the philanthropic and governmental sectors. This guide is designed to give you specific examples of what faith and community partners can do and have done, ranging from the basic to the complex. It also offers information on specific steps that must be taken to compete for funding from a variety of sources.

Examples of faith-based and community initiatives

It is important to recognize that there are often many other partners—or potential partners—in the neighborhood. Community-based and neighborhood organizations have taken on a wide range of programs—Neighborhood Watch, youth playgrounds and sports teams, study centers in local facilities, educational trips and talks, and much more. These groups, however formal or informal, have insights and experience that can provide valuable information about (and connections to) neighborhood and community needs, as well as roles that faith groups are especially able to take on. They also can become valuable partners in neighborhood and community improvement. Organizations such as Meals on Wheels, little leagues, Pop Warner youth football, science clubs, study halls, and creative arts and crafts enrich the whole neighborhood.

Ceasefire: A structured encounter that provides an either/or choice for a community's most notorious offenders, Ceasefire brings these offenders to a meeting that typically includes members of their victims' families, faith community spokespersons, social service representatives, educators, and other community service providers, together with police, the local prosecutor, and the local mayor or similar official. The message is that assistance is there to help those who want it. And if gang members won't let the service providers help them, then the community is there to encourage them to stop further criminal behavior. Initiated in Boston, the program has spread across the nation as a positive and proven strategy to target the offenders responsible for most crimes and those responsible for victimizing particular neighborhoods. Faith community spokespersons in attendance provide a moral voice, personalizing the grief and loss and urging the offender to change and to accept help.



Clergy/police academy: In Memphis, TN, Fort Wayne, IN, and in many communities throughout the country, local police have partnered with clergy to launch clergy/police academies. These specialized academies enlist the support of the clergy by training them on a wide variety of police activities. The academies help to strengthen trust and communication among police, clergy, and their congregations.

Communications hub/outlet: Houses of worship can serve as trusted bridges and vital communication nexuses between local government and citizens and between the city and the street. Church bulletins, sermons, information signs advertising meetings, and coordinated messaging can provide powerful communications. For example, members of a Clergy Council in Salinas, CA, coordinate their sermons on Father's Day to discuss fathers' roles and responsibilities, and during Lent they urge the congregation to take positive steps, such as forming clean-ups and crisis response teams, to improve their neighborhoods.

Community Renewal International (CRI): Initiated in Shreveport, LA, CRI works both in specific neighborhoods and throughout the community. It is faith-grounded but focuses on making neighborhoods and communities safer and healthier. Working closely with the city and schools, CRI offers activities that range from Friendship Houses (homes built in low-income, high-crime neighborhoods that include a large community room for tutoring, music and art, computer use, and more) to Haven Houses (homes of volunteers who unite neighbors on their blocks). CRI has more than 200 active partnerships with businesses and other community groups. Part of its citywide effort is a campaign to generate and remind residents of the community's commitment to positive accomplishments and good will toward each other.

Crisis intervention: In San Jose and Oxnard, CA, faith community members are notified after a shooting, often at the same time as the police. Working "under the tape" with police, specially trained volunteers help those touched by the violence to address their grief, anger, and sense of abandonment. Some go beyond helping others with grief and beyond prayer to help organize the neighborhood with the goal of preventing future violence.

Grandma hugs: Women from a church in Oxnard, CA, go to a local elementary school to give the young people "grandma hugs" and get to know the youth by name and learn about their interests. This effort is a simple way to let kids, especially those from difficult family situations, know that other people care.

Mediation/safe places: In Boston, churches serve as neutral ground where gang conflicts can be addressed. They house offender/victim restorative justice meetings and "call-ins," in which police, probation officers, and community leaders offer gang leaders and other criminals the chance to go straight and get help with obtaining education and jobs. These offers are counterbalanced with a promise that further offending will be met with harsh consequences.

Mentoring: In Brooklyn, a network of more than 100 churches, mosques, and synagogues was created to reduce criminal recidivism, subsequent adult criminality, and self-destructive behaviors among young offenders. The network provides mentors for kids just entering the justice system, with the goal of reversing their paths early. Such networks can reduce the chances of recidivism.

Neighborhood beautification: Unsightly neighborhoods left alone usually become worse, giving the signal that no one cares. Crime is likely to rise in the face of disorder and decline. Faith communities can mobilize members and neighbors to clean up the streets, re-paint buildings, remove trash and debris, and even plant gardens. San Jose's "Beautiful Day," launched in conjunction with faith leaders, targets gang and youth violence hot spot areas, working to clean the areas by painting curbs, clearing weeds, and scrubbing off gang graffiti.

Neighborhood meeting place for adult groups: In Boston, many neighborhood groups need places to meet but do not have the funds to rent space. During the week, however, many congregations have available space that can readily accommodate any number of gatherings ranging from Neighborhood Watch, to meetings between police and residents, to classes on nutrition, to training in parenting skills.

Night Walks: In Salinas, CA, city, county, and faith leaders have launched a program called "Night Walks" in which dozens of community members walk the streets of violent neighborhoods and talk to neighbors, shake their hands, and hand out information on city programs.

Off-site tutoring: Faith-based and community organizations throughout the country provide tutoring assistance to children, particularly to those who are most in need. Even though a group of retired women in Los Angeles refused to venture into the tough streets, they met their tutees in the local library. It was safe and quiet for the volunteers who helped young people to improve their grades and prospects.

Operation Night Light: Initiated in Boston, this program involves faith leaders working with police and/or probation officers to visit the homes of known offenders to offer support and help and to let the family know how it can support the offender's reintegration into the community. These visits also show offenders that the community cares, is concerned, is watching, and is willing to assist, but also that it will not tolerate future misbehavior.

Peace (or anti-violence or anti-drug) marches: Making a public statement against violence and in support of safer communities can be the start of something big. Many community organizations in Boston organize demonstrations of intention, support, and commitment, which can ignite neighborhood spirit, demonstrate disapproval for negative behavior, and spark even greater action.

Peacekeepers/street workers: Those who act as peacekeepers or street workers often encounter some of the toughest young people in a community, and many, if not most, are either connected to the faith community or are spurred by their faith. Some may be well-screened former gang members themselves who can offer credibility. In Chicago, a group of peacekeepers and street workers, often called interrupters, work tough corners late at night to stop the violence and forge relationships.

Recreation: Many churches host activities at their gyms, outdoor courts, or swimming pool facilities or even sponsor local sports teams and leagues. For example, a church in San Bernardino, CA, received grants to refurbish its recreation facilities to serve youth in gangs and those wanting to join gangs. Such services can be a positive influence for young people and can provide students help with their homework.

Safe routes to/from school: In many cities, such as Detroit, faith community volunteers help guide youth to and from school through high-crime areas. They may also provide afterschool activities for youth who would otherwise have to go home with no adult supervision.

Training site: Training is necessary for many reasons—to ensure volunteers feel comfortable and capable of doing their jobs, to help staff and volunteers understand how to deliver program content in the most effective ways, to clarify program operating requirements and guidelines, and to teach key skills. Such gatherings as clergy academies (Memphis, TN) and citizen academies (Salinas, CA) can be hosted at faith-related sites.

Building Capacity within Your Faith-based Organization

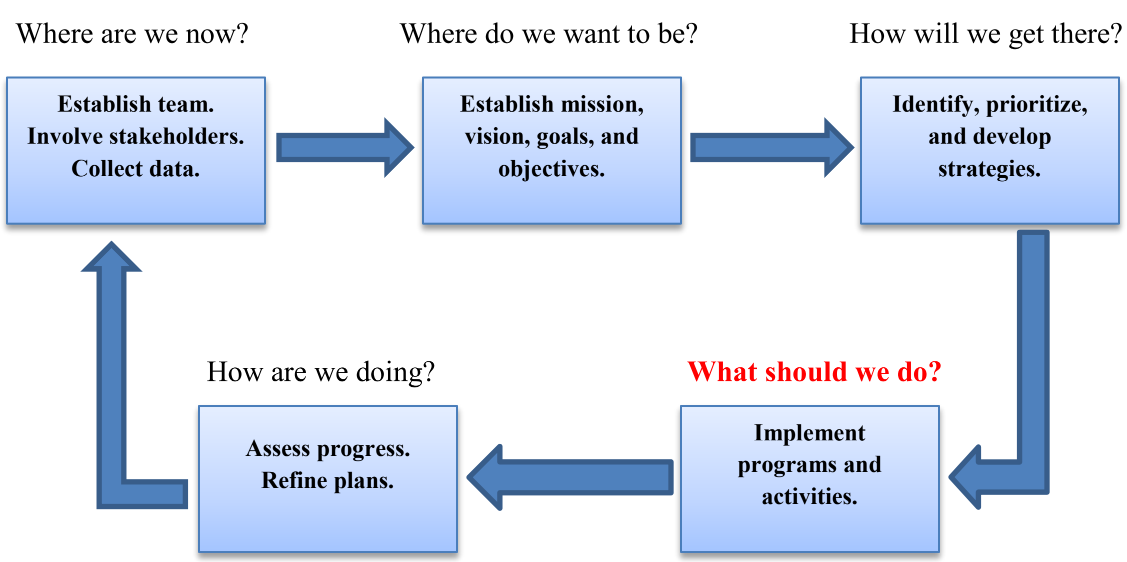
Now more than ever, community-based organizations are joining government agencies to address the many crime-related societal challenges that impact their communities' residents. It is important that your organization be equipped with the tools and have the capacity needed to partner with local government in implementing offender and youth support services and crime reduction strategies. This section will provide you with information on defining your organization's mission, assessing your organization's capacity to fulfill that mission, and determining how to structure your organization.

Laying the foundation

To start, you need to develop a plan that focuses on the needs of the community and your organization's capacity. One way is to create a strategic plan or vision of where your faith-based effort fits within your community and to assess the social issues (e.g., employment, housing, and senior services) that impact the welfare of the community residents you intend to serve. Planning is an ongoing process. A well thought out short-, medium- and long-range strategic plan is essential to provide direction for all of your organization's activities. Figure 1 identifies key considerations and activities to guide your strategic planning process.

Your strategic plan should encompass the current work done by your organization, as well as any collaborative partnerships you currently have.

Figure 1. Strategic Planning Process Flowchart of Key Activities



Source: *Overview of Strategic Planning, "Notional Center for Justice Planning, www.ncjp.org/strategic-planning/overview.

To address a specific community need adequately, a strategic plan should discuss and lay out a timeline that identifies:

- Staff required (skills required whether current or new staff)
- Reasons why your organization should pursue community investment opportunities
- Financial resources
- History of your organization in leading community causes
- Whether current faith-based partnerships already address this need
- Whether the community need suggests that the faith-based organization should be a lead, partner, or participant
- How to assess and determine if your organization has the capacity to succeed
- Who will participate in trainings or specific planning for reorganization

Capacity building

Capacity building is a continual process that takes multiple forms. You may improve your organization's capacity through programmatic reorganization, strategic planning, and recruitment of support staff and volunteers to assist with day-to-day operations.

It is important to continue to build upon and make adjustments to your programmatic organization. Establishing a board and board chair to assist in recruiting a diverse core membership and subcommittees to support the executive director and organization provides support for everyday functions. The board (not the founder) should be involved in hiring major positions to ensure the organization is on target to meet proposed funding initiatives, goals and objectives, and the two- to five-year strategic plan.

Here are a few suggestions to assist in developing a capacity-building strategy:

- **Establish memoranda of understanding (MOU)** with existing organizations and agencies. MOUs must include the expectations from the partnerships, a timeframe of how long services will continue, and the anticipated outcomes expected from the faith-based organization.

- **Create and support partnerships** before applying for funds. Establish relationships with local community-based organizations, colleges, universities, consultants, and consultant groups who facilitate evaluations and training in the community and who have a working knowledge of local law enforcement and how crime is tracked.

- **Use community mobilization meetings** to create avenues to seek qualified applicants to fill job vacancies with experienced professionals who have not-for-profit experience. Hire staff that have at least two years of experience in nonprofit systems or relevant experience and expertise in the position posted.

- **Create job descriptions** that serve more than one function in the organization, defining clerical staff positions and general job descriptions to support multiple day-to-day tasks until full funding is in place. Create all job descriptions first. Creating them as you hire staff challenges capacity building, affects funding requirements, and impedes you from moving past the planning phase.

- **Create a core team of professional volunteers** to fill the roles of mentors, case managers, receptionist, etc.

- **Recruit a board member to support Human Resource functions** from the onset to ensure quality training and organization development forecasts.

- **Find a volunteer or board member to develop training**, create a "train the trainer" model, and facilitate staff training.

- **Incorporate interns** from your local university for counseling, case management, and evaluation.

As your programmatic efforts develop, capacity should be continuously assessed to measure increases in knowledge, expertise, partnerships, and community functions. There are many needs assessment tools that can help you with this process. Here are a few examples of tools available online that might be of value to you and your organization:

- "Capacity Assessment Survey," Nonprofit Resource Center, *www.ideaencore.com/item/capacity-assessment-survey*

- "Organizational Capacity Assessment Tool," Maguerite Casey Foundation, *http://caseygrants.org/resources/org-capacity-assessment/*

- "Self-Assessment Tool for Nonprofit Organizations," The Nonprofit Association of Oregon, *www.nonprofitoregon.org/sites/default/files/uploads/file/NP%20Org%20Self%20Assessment_0.pdf*

Take some time to search the web for additional tools that can assist you and your organization.

Defining your organization's mission

In communities with the most need, it may be tempting to become the "know all and be all" organization. While the community's need is important in determining the services you provide, it is more valuable to the community that your organization provide services in which you are qualified. Your organization's capacity to provide multiple services should be determined by your existing knowledge, expertise, certifications, and resources. Your role in aiding the community must then be defined by this capacity. Consider the following questions:

1. What role will your organization play in the community?
2. Based on your capacity to supply services, who will make decisions about training?
3. Do you have a budget to support staff training and certifications?
4. Do you have a timeline for acquiring the training and resources needed for your organization?

Your response to these questions may indicate that more training and certification is needed for your staff. For justice-related issues, the Bureau of Justice Assistance (BJA) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP) support several training and technical assistance programs that can help with your training goals. Your state and local university may also offer training and certification programs.

A community scan may also be used to help define your role within the community. This scan provides an opportunity for you to research which non-profit organizations in your community have programs or services similar to those you are considering, such as those for youth (e.g., offenders, GED or diploma deficient, transitional, and foster care); families (e.g., housing, homeless, and substance abusers); and adults (e.g., prisoners, children of prisoners, dislocated workers, adult offenders, and veterans).

Think about who operates these services within a five-mile area of your organization to determine whether providing similar services or partnering with those existing organizations is necessary. The Chamber of Commerce provides a small business directory searchable by state and keyword (*www.chamberofcommerce.com/business-directory*).

Incorporation

In your strategic planning, you may determine the need to become a corporation, a process known as incorporation. The decision to incorporate may be based on several reasons. You may want to become more formally organized to qualify for non-profit tax-exempt status, to acquire licensing for services such as day care, to improve your organization's credibility and image, or to meet insurance or certification requirements. The decision to incorporate, while important, can be a challenge nonetheless.

To become incorporated, your organization must be structured according to your specific state laws. Most states require organizations to have established Articles of Incorporation, which is a document filed with a state to create a corporation. It includes a company name, business address, description of the business purposes, guidelines and bylaws for operation, and identified board of directors and officers.

To organize this effort, it may be helpful to establish a Board of Directors handbook in which you would include some of the information above. Below is a checklist of items to include in the handbook:

- A copy of your by-laws, insurance, and conflict of interest
- Job descriptions for board members and committee chair people, including roles, responsibilities, term limits, and rotations
- Addresses, phone numbers, fax numbers, and e-mails for all board members
- Descriptions of all committees (e.g., finance and audit, marketing, fundraising, special events, and training)
- An organizational chart (who reports to whom and when)
- A board policies and procedures manual
- Scheduled meetings for the next twelve months, including committee meetings
- Financial statements of the organization for the past two years
- A projected budget for the current year
- Fundraising plans and the minimum solicitation requirements for the board members
- Minutes from meetings for the past year
- Any brochures and marketing information that is pertinent to the board

Because state laws vary, check with your state's small business administration office about the process and requirements for incorporation. Some will waive or provide greatly reduced costs for incorporation, insurance, and legal assistance for non-profit organizations.

Furthermore, incorporation may require your organization to consider changing or expanding locations to meet state requirements, partnering with other organizations to meet board requirements, hiring additional staff and volunteers, and raising funds. Your organization may also be required to modify existing data collection policies to maintain more detailed records and reports.

Though challenging, there are benefits to incorporation. For instance, through incorporation, faith-based organizations can separate programs and services from ministry. This allows congregations to avoid any conflict between their core religious beliefs and their more public mission, which may be related but is not the same. Furthermore, foundations and individual donors are likely to be more willing to support a program that holds these designations because incorporation requires some additional recordkeeping and monitoring.

Nevertheless, the decision to incorporate may require some advanced planning and consideration. Whatever your reason for choosing to incorporate, it is important to think weigh the costs and benefits to your organization and to make decisions that are best for your organization.

Non-profit status versus tax exemption

A decision to apply for non-profit or tax exempt status may further your organization's mission and capacity to provide services through private and public funding. A non-profit status differs from 501(c)(3) tax exempt status because the non-profit status is granted by the state government while the 501(c)(3) tax-exempt designation is granted by the Federal Government upon completing an Internal Revenue Service (IRS) application. There are separate eligibility requirements and protections granted by each.

Application fees for a non-profit status vary by state and may range from $100 to $300. After applying for your non-profit status, the next step is to apply for 501(c)(3) exemption, which is needed for most federal grant applications. The legal requirements for 501(c)(3) exemption may be found on the IRS web page "Taxable Information for Charitable Organizations" (*www.irs.gov/charities/charitable*).

To be tax-exempt under section 501(c)(3) of the Internal Revenue Code, an organization must be organized and operated exclusively for exempt purposes set forth in section 501(c)(3), and none of its earnings may be paid to any private shareholder or individual. In addition, it may not be an action organization—i.e., it may not attempt to influence legislation as a substantial part of its activities, and it may not participate in any campaign activity for or against political candidates.

Here are a few **myths** about tax exemption:

1. If I call myself a faith-based organization, legally the IRS or funders will consider my organization as faith-based.

2. If I am registered with the Secretary of State as a non-profit, I am not required to apply for my 501(c)(3) status as a tax exempt organization.

Again, both of the above statements are false. Available from the IRS's web page "Tax Information for Charities & Other Non-Profits" (www.irs.gov/charities/charitable), a resource page titled "How to Apply to Be Tax-Exempt" can guide you through the qualification and application process and provides the required forms.

Summary

Your organization's capacity to support your community's needs depends greatly on the knowledge, expertise, and skills of your staff as well as the overall organization of your operation. It is important to ensure that your mission is defined and sets a clear roadmap for when and how you will provide services to the community, establish partnerships, hire and train staff, and apply for grant funding. As your organization increases in capacity, remember to continue to assess these developments to ensure that you have applied the correct resources and are on the right track in meeting your goals.

Partnerships: Joining Organizations to Prevent Crime

To address community disorder and crime effectively, faith-based and community organizations should work with each other and with government agencies. Partnerships are a great way to leverage the knowledge and resources of stakeholders to further the mission and goals of the community. A partnership is the joining of two or more organizations to achieve goals toward which each organization acts through one or more of its members.

Elements of designing a partnership

How a partnership is designed is important for long-term success. Many efforts to build or maintain a partnership fall apart due to poor design. The key elements of a successful design are (see Table 1 on page 22):[2]

- **People:** Knowledge, skills, and abilities; relationships; vision for change
- **Structure:** Authority, power, and accountability; roles or functions
- **Strategy:** Goals, objectives, and activities; products or services to realize vision
- or produce change
- **Processes:** Communications and interactions; accomplishing tasks
- **Resources:** Funds, materials, equipment, and places; motivation and incentives

Partnerships start for many reasons. Those that begin as a way to address a specific community need or issue have more chances to be successful than partnerships that start to chase a funding stream. For example, when a grant funding opportunity arises to address truancy, a community may hurry to bring together organizations or agencies that can help it "win the grant." In actuality, the local issue or need may relate to juvenile runaways, and thus the right partners may not be present to help address the real issues occurring in the community. Furthermore, grant requirements may unduly influence the partnership's design.

In short, when funding is the primary or only impetus for building or maintaining a partnership, design flaws are likely. Therefore, have a strategy first. Understand your needs, and carefully choose grants that fit.

Crime prevention partnerships

Partnership types are also important because they dictate who should be involved, the roles and responsibilities of those involved, the goals of the partnership, and how it will function. For example, if an organization plans to develop a partnership merely to get acquainted with other organizations so they can learn from one another, then perhaps a networking partnership is the best approach for the intended outcome (for partnership type descriptions, see Table 1 on page 22). If, however, a partnership is needed to engage in problem solving, decision making, strategic planning, and establishing a new program, a more formal collective partnership would be more effective in helping you achieve your programmatic goals.

[2] *Designing Organizations: An Executive Briefing on Strategy, Structure, and Process*, Jay R. Galbraith, Jossey-Bass Publishers, 1995.

Table 1. Types of Partnerships

Elements of Partnerships	Networking	Cooperative	Coordinative	Collaborative	Collective
People (knowledge, skills, and abilities; relationships; vision for change)	No vision. Casual interactions.	Basis for cooperation is between individuals. Organizational mission and goals not considered. Interaction as needed.	Individual relationships are supported by organizations. Mission and goals are reviewed for compatibility. Interaction for specific task (e.g., jobs for offenders).	Commitment of organization is fully behind individuals. Common mission and goals created. One or more projects taken on for longer-term results.	New mission and goals created. New vision. Initiative with multiple projects to address interconnected or intergenerational problems simultaneously.
Structure (authority, power, and accountability; roles or functions)	No structure. No defined roles.	Authority solely with individual organizations. Accountability rests with each organization.	Authority with each organization but there is some coordination. Organizations assume needed roles but still function separately.	Authority is determined by the collaboration to balance ownership; shared control and dispersed leadership. Formal division of labor created.	Separate "backbone" organization coordinates participation of other organizations. Highly formal governance and infrastructure for potentially more than 100 organizations.
Strategy (goals, objectives, and activities; products or services to realize vision or produce change)	Better understanding of what each organization does.	Improved interactions. Regular interactions.	Project-specific planning. Linkages between existing agencies or services formally established by protocols.	Long-range project planning. Formulation of new services. Strategic objective: solving a specific problem.	Long-range planning for broad-based social change. Strategic objective: social or major systems change. Shared database and measurement system.
Processes (communications and interactions; accomplishing tasks)	Informal conversations.	Routines established to facilitate regular dialogue and information-exchange.	Communication roles and systems for interagency operations created.	Shared decision making; formal communication and systems for interaction.	Joint decision making; continuous communication and systems for interaction. Mutually reinforcing plan of action.
Resources (funds, materials, equipment, and places; motivation and incentives)	Exchange of information.	Organizational resources are separate.	Resources acknowledged and made available for a specific project.	Limited acquisition of new resources. Resources pooled among agencies for long-term effort.	Major acquisition and reallocation of resources across multiple sectors, not just agencies.

Sources: Data collected and adapted from *Collaboration: What Makes It Work*, Paul W. Mattessich, Marta Murray-Close, and Barbara R. Monsey, 2001; the works of Martin Blank, Sharon Kagan, Atelia Melaville, and Karen Ray; *Factors Facilitating Interorganizational Collaboration*, Vanessa J. McKendall, Dissertation, University of Minnesota, 1996; "Channeling Change: Making Collective Impact Work," Fay Hanleybrown, John Kania, and Mark Kramer, *Stanford Social Innovation Review*, 2012; *Designing Organizations: An Executive Briefing on Strategy, Structure, and Process*, Jay R. Galbraith, Jossey-Bass Publishers, 1995.

Table 2. Health and Crime Perspective Explanations

Prevention Approaches	Health Perspective Explanation	Crime Perspective Explanation
Primary Prevention (focus on general population)	Attempts to lower the number of new cases through strategies aimed at the general public (e.g., awareness campaign about an illness).	Addressing conditions of physical and social environment that provide opportunities for crime (e.g., lighting and neighborhood watch).
Secondary Prevention (focus on high-risk populations)	Intervention directed at groups or individuals with early symptoms of the illness (e.g., special outreach to persons with high blood pressure).	Early identification of and intervention with potential offenders (e.g., youth with frequent exposure to violence and gang-involved persons).
Tertiary Prevention (focus on persons engaged in the problem)	Treatments provided to those suffering from the illness; includes efforts to cure the illness and prevent its reoccurrence.	Intervention with actual offenders to stop further offending (e.g., offender reentry and treatment for drug use or mental disorders).

Source: Data adapted from "A Two-Dimensional Typology of Crime Prevention Projects," J. M. van Dijk and Jaap de Waard, *Criminal Justice Abstracts*, September, 1991, p. 483–503.

When creating a crime prevention-focused partnership, think about how to structure your approach to address community issues; this creates a framework for problem solving. Otherwise, the loudest voices often dictate what the partnership does. Your approach to addressing crime and violence should incorporate the goals and capacities of all partners. Health care professionals, when attempting to prevent and address health care issues, target three audience groups—the general population, those at high risk, and those engaged in the problem behavior. The health care model is similar to and can be applied to crime prevention as well. To help you understand this similarity, Table 2 presents the health and crime perspective of this framework, providing some detail on the types of services partners may provide in the three crime prevention areas (i.e., primary, secondary, and tertiary) See Table 3 on page 24.

Regarding prevention areas, partnership type should also be taken into account when determining which prevention approach to undertake. For example, a partnership would have to be quite large to address all three prevention areas simultaneously due to the number of staff, level of expertise, and resources needed. Should an organization choose to address all three at the same time, the collective type (also called synergistic collaboration) is best suited to support such an effort.

Furthermore, each prevention approach can be associated with a specific target area or audience, such as offenders, situations, and victims. Table 3 gives examples of services that can be provided to the three population areas or audiences using the strategies identified in Table 2. You may include some of these services in your prevention strategy.

Table 3. Sample of Crime Prevention Strategies for Community Partnerships

Prevention Approaches	Offender-Focused	Situation-Focused	Victim-Focused
Primary Prevention (focus on general population)	Parent training and support. Bullying prevention and reduction. Out-of-school time programs for high-risk youth.	Environmental design (e.g., fencing, physical barriers, beautification, and lighting). Improved locks for buildings, houses, and automobiles.	Educational initiatives (e.g., community presentations, leaflets, and conferences). Information campaigns. Raising awareness.
Secondary Prevention (focus on high-risk populations)	Street outreach with high-risk and vulnerable youth. Youth clubs/organizations. Competency development. Child protection (e.g., foster parenting and intensive in-home assistance).	Increased surveillance by voluntary groups (e.g., block watchers and neighborhood watch) for areas that tend to be more afflicted by crime.	"Safe passages" for kids in high-crime areas. Escorts for the elderly. "Safe houses" marked for children to go for help. (For particularly vulnerable populations.)
Tertiary Prevention (focus on persons engaged in the problem)	Reentry, reintegration, and rehabilitation. Mental health treatment. Intensive probation supervision.	Primarily an area for law enforcement: "hot spots." Crime mapping. Saturation patrols.	Victim assistance (e.g., legal advice and emotional/material support). Shelter homes for battered women and their children. Support groups.

Source: Data adapted from "A Two-Dimensional Typology of Crime Prevention Projects," J. M. van Dijk and Jaap de Waard, *Criminal Justice Abstracts*, September, 1991, p. 483–503.

Building or improving a partnership

Cultivating effective partnerships takes time. It is a gradual process that must be consistently improved upon through assessment and refinement. There are five important phases in developing and maintaining a partnership:

Phase 1: Create a start-up or guiding group

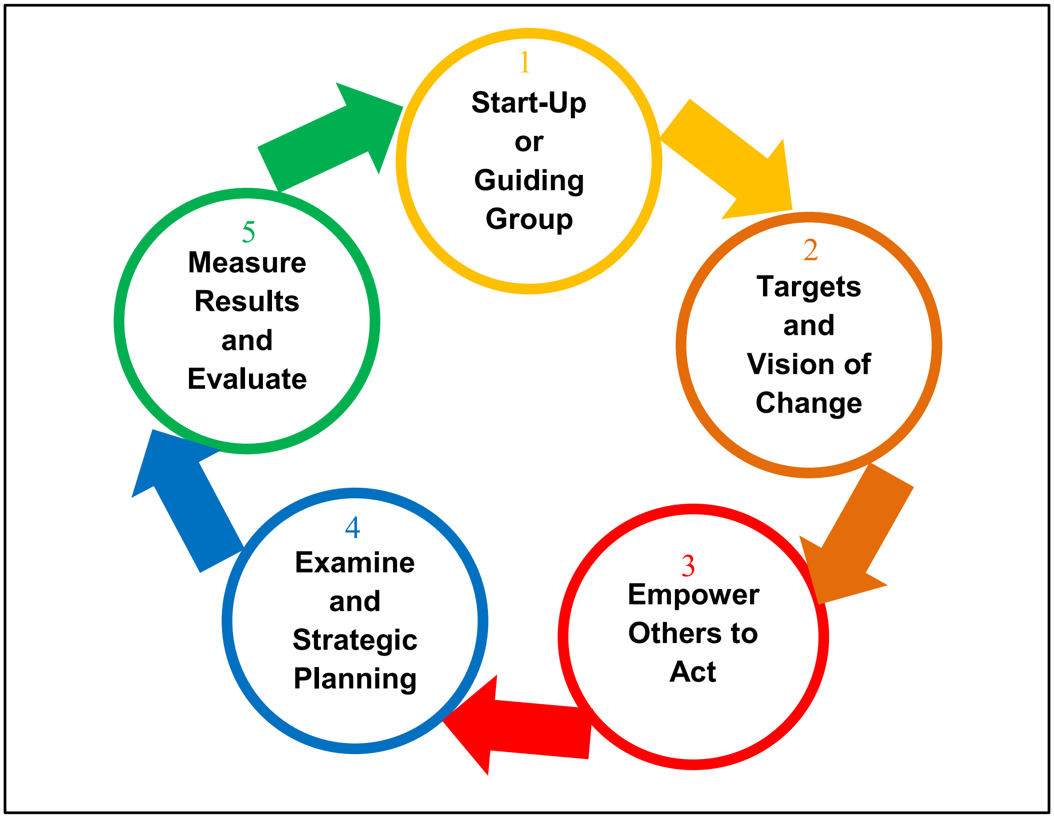
In building new partnerships, create a small start-up group to:

1. Confirm and prove the need for a new partnership.
2. Determine the most feasible partnership type (e.g., networking or cooperative).
3. Conduct an initial assessment, and identify or agree on a target problem to establish a focus for the undertaking (e.g., truancy and gang activity). A generic focus such as "making the neighborhood safe" is too broad. Prepare a brief position paper of initial findings.

4. Identify agencies and organizations already focused on or willing to focus on the target problem. Share the position paper with these potential partners.

5. Develop a list of key stakeholders to enlist. The more complex the type of partnership, the more expertise, resources, and commitment needed. (For a detailed diagram illustrating key tasks in managing stakeholder involvement, see the "Making Dollars and Sense" section on page 31).

Figure 2. Five Phases to Develop a Partnership



Source: Adapted from Leading Change: Why Transformation Efforts Fail, John P. Kotter, Harvard Business Review Press, 1996.

Continually examining your partnerships is important in determining whether they are effective and where concerns or areas deserve more discussion. The Wilder Collaboration Factors Inventory (*http://wilderresearch.org/tools/cfi/index.php*) is an example of a collaboration assessment tool.

Phase 2: Identify target(s) of change and vision of change

Phase 2 involves creating a vision, supported by the initial assessment, that provides a picture of the future and why people should strive to create that future.[3] Attach the vision to a specific target of change, such as gang recruitment at the middle school. A one- or two-page draft of the vision should be developed. Referring to it as a draft allows you to make modifications when others join once the problem is examined more fully and specific factors are identified and measured (see Phase 4).

[3] *Leading Change*, John P. Kotter, Harvard Business School Press, 1996, p. 68.

Phase 3: Enlist and empower others to act on the vision

Phase 3 involves the systematic communication of the initial assessment, vision, and targets in one-on-one and small group meetings. Starting with a big meeting isn't necessary. For a new partnership, a period of quiet (but not secretive) enlistment or recruitment is helpful. The following is a list of action items that should be addressed:

> *"In all things, success depends on previous preparation, and without such previous preparation there is sure to be failure."*
> — Confucius

1. Understand and record each potential member's stake or interest so it is considered during strategic planning (see Phase 4).

2. Establish work groups or committees to use findings from the in-depth examination of the target problem for project or action planning. This can be done later, as it may be difficult to know what types of committees are needed at the onset.

3. Provide for an "act of joining" (e.g., letter of commitment, official membership roster, and application for membership form) and establish basic operating norms, expectations, and rules. Partnerships: Frameworks for Working Together[4] is an excellent resource for determining this process.

Phase 4: Examine target problem and develop and carry out strategic plan

Phase 4 involves building upon the initial assessment by gathering and studying information on the target problem to explain why the problem exists. During Phase 4, your organization should also identify some of the key factors that contribute to, are associated with, or may help cause the problem (e.g., lack of opportunity and family breakdown). The following list provides some tips for helping with problem identification:

1. Find data that provide measures of several key factors (e.g., percent of offenders that dropped out of school and domestic violence reports). Use these data to establish baseline measures so that change resulting from the partnerships efforts can be measured. (See Habit 3 in the "Making Dollars and Sense" section on page 31 for information on data gathering.)

2. Develop a strategic action plan to address the key factors that will, in turn, lessen the problem. (For help on developing a strategic plan, see Figure 1 on page 13.)

3. When crafting the strategy, focus on activities, practices, programs, or methods that are evidence-based and have already been shown to work. The Office of Justice Programs (OJP) identifies effective and promising practices in criminal justice, juvenile justice, and crime victim services via the "Crime Solutions" website (*www.crimesolutions.gov*) and the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) "Model Programs Guide" database (*www.ojjdp.gov/mpg*). Both are excellent starting points, though you must be cognizant that components unique to your communities, such as demographics, laws, political climate, and resources, may affect implementation of these programs or practices.

[4] Phase 3's contents are adapted from *Partnerships: Frameworks for Working Together*, Capital Compassion Fund National Resource Center with assistance from Mark Publow, U.S. Department of Health and Human Services, 2010.

Phase 5: Measure results and evaluate

A good strategy must include a data collection and evaluation plan. Program evaluation may seem like a giant step, but assessing your program's performance is important for planning the next phase and strengthening your case for continued (or additional) funding and other support. People love programs that work. The ability to demonstrate your program's achievements is key to showing your organization's results. For this, you may want to use an outside consultant or local individuals with appropriate technical expertise. Local businesses or universities are often willing to provide free assistance in this area. Faith and community organizations could consider reaching out to local universities to build research partners.

The following list identifies the process for evaluating and measuring your partnership in relation to the completion of your strategic plan's tasks and goals:

1. Compile the data for the issue you wish to measure.

2. Use results to evaluate the partnership's work. Use established target outcome measures to identify the amount or extent of change desired.

3. Based on the evaluation, determine ways to improve the partnership's work going forward.

A program logic model is a helpful tool for organizing and evaluating your partnership activities and results, or outcomes and impacts. Figure 3 on page 35 illustrates a sample logic model with several outcome and impact variables for consideration in evaluating your programs.

Summary

Building effective and meaningful partnerships can be beneficial in fulfilling your organization's mission to create a safer community. Partners add value and strength to your organization because they allow the leveraging of resources and funds for services and supplement the skills and knowledge of your organization's staff. Selecting partners wisely and structuring your relationship are keys to maintaining successful relationships and meeting goals. This resources presented in this section are intended to help you assess your partnerships and structure your relationships in a meaningful way.

Making Dollars and Sense: Effective and Efficient Grant Acquisition and Management

Under current economic conditions, chasing any and all funding may be tempting. However, your organization should apply for grant funding that makes sense, furthers your agencies goals and objectives, and, most important, serves the needs of your customers; otherwise, the grant can actually distract you from your mission (see the "Elements of designing a partnership" section on page 21). Succinctly, money should follow mission!

There are tools available that can help enhance your organization's ability to compete in an increasingly tight grant market. The Office of Justice Programs (OJP), for example, supports the faith-based community with training, technical assistance, and funding. Like most funders, OJP makes public its program plan for the coming fiscal year, and a wise potential grantee would become familiar with OJP's goals and funding trends. (See OJP's "Faith-Based Programs" fact sheet [*www.ojp.usdoj.gov/newsroom/factsheets/ojpfs_faith-basedprog.html*] for links to other program resources).

You can also find links to non-profit resources for finding, applying to, and managing federal funding by visiting:

- "Strengthening Nonprofits: A Capacity Builder's Resource Library," National Resource Center, *http://strengtheningnonprofits.org*

- "Sustaining Grassroots Community-Based Programs: A Toolkit for Community and Faith-Based Service Providers," U.S. Department of Health and Human Services Administration, *www.samhsa.gov/fbci/fbci_pubs.aspx*

- "How to Apply for Grants," Center for Faith-based and Neighborhood Partnerships, U.S. Department of Justice, *www.ojp.gov/fbnp/grants.htm*

Another resource includes Dr. Stephen R. Covey's book, *The 7 Habits of Highly Effective People*, which applies the principles of fairness, integrity, honesty, and human dignity to life situations. In the following sections, the seven habits have been applied to effective grant acquisition and management strategies.

Habit 1: Be proactive

Long before you consider a grant solicitation or request for proposal (RFP), you must extensively prepare for what will no doubt be limited funding in an ever-growing field of competitors. A major component of any strategic plan is to ensure reliable funding streams for both general operations and programs to advance your mission.

Your organization can prepare for future grant applications in advance by gathering data, formulating problem statements, and tentatively designing programs to fulfill your mission and meet your customer's needs as part of your strategic planning process. By planning for the eventual submission of a grant application, your work can do double duty.

When opportunity knocks…will you be ready?

It is helpful to engage in ongoing readiness assessments to determine your organization's needs and its capacity to fulfill funding requirements. Important considerations include eligibility, business processes, financial management capabilities, and other critical infrastructure. Furthermore, an understanding of these rules and regulations will guide your budgetary development and enhance your general knowledge of most U.S. Department of Justice grant financial requirements.

Eligibility status

Before pursuing federal grant applications, your organization should first determine whether you are eligible for funding according to the grant and funding agency's requirements. For example, all OJP solicitations clearly mandate the types of applicants who are eligible to apply for funding under specific RFPs. Faith-based organizations that have legal non-profit status, as defined in Internal Revenue Service (IRS) regulations 501(c) (3), generally meet eligibility requirements for most federally funded grants. (For more information about the process of becoming a 501(c) (3), see the IRS's "Exemption Requirements—501(c) (3) Organizations" webpage.

The grant solicitation your organization will be applying for and the accompanying frequently asked questions (FAQs) should be carefully reviewed for more information on eligibility and other applicant requirements. If your organization is not eligible for a specific grant opportunity, perhaps one of your partners may be better positioned to apply. This is another reason to maintain diverse and ongoing collaborations.

Navigating the virtual grant world

During your preparation period, it is also helpful to become familiar with the terms, resources, and requirements for most grant applications. For example, in order to do business with the Federal Government, your organization will be required to apply for a **Data Universal Numbering System (DUNS®)** number (*http://fedgov.dnb.com/webform*). This is a one-time registration for a unique 9-digit number that remains with the organization's legal entity, even after it closes or goes out-of-business. The DUNS number is widely used by both commercial and federal entities as the primary business identifier for federal electronic commerce. The DUNS number was also incorporated into the Federal Acquisition Regulation (FAR) (*www.acquisition.gov/far*) as the Federal Government's contractor identification code for all procurement-related activities.

The **Central Contractor Registration (CCR)** (*www.uscontractorregistration.com*) is a vendor database used by the federal government to validate and store grantee financial information. It requires annual renewal and must be up to date for an organization to submit a grant application to any federal funder. In July 2012, the General Services Administration (GSA) created a single website known as the System for Award Management (SAM) (*www.sam.gov/portal/public/SAM/*), which consolidates the CCR as well as other systems necessary to manage federal grant awards. The Excluded Parties List System (EPLS)—the list of organizations suspended or debarred from doing business with the Federal Government or with agencies buying goods or services with federal grant funds—is found here.

Grants.Gov is a great resource for any organization looking for available federal funding. This site is also used to apply for many federal grants. Operated by the U.S. Health and Human Services (HHS) Administration, Grants.Gov has become a one-stop shop for finding and applying for numerous grant programs. Anyone can search the site and subscribe to receive e-mail notifications about grants as they are announced; however, only agencies preregistered will be able to submit applications through this site. In order to register, your organization will need a DUNS number and be registered in SAM, and every step in the process can take up to five business days.

Another place to search for grant opportunities is the **Catalogue of Federal Domestic Assistance (CFDA),** which provides detailed program descriptions for more than 2,000 federal assistance programs, all of which are issued a CFDA number. CFDA has a short grant writing tutorial and, as always, a list of FAQs.

Benefits.Gov provides an eligibility prescreening questionnaire or "Benefit Finder." Answers to the questionnaire are used to evaluate a visitor's situation and compare it with the eligibility criteria of more than 1,000 federally funded benefit and assistance programs.

The OJP **Grants Management System (GMS)** is used to manage OJP grants from award to closeout and is sometimes used to submit applications. The GMS Online Training Tool provides step-by-step instructions to complete various functions within GMS, as well as the administrative policies associated with Grant Adjustment Notices (GAN), progress reporting, and closeouts.

How to write a winning grant proposal

A winning grant application is based on an effective program with clear goals and objectives, a logical and cost-effective process, and measureable results. Preparation is essential to the grant application process. During your organization's strategic planning process, plan and format your work so it can be easily transferable to a grant application. OJP grant solicitations have a fairly uniform format, and by thinking ahead and formatting some of the work to do double duty, **you will be better positioned to meet the often tight turnaround time for grant applications**.

Doing what works: Best practices and evidence-based programs

OJP and its various program offices, including the Bureau of Justice Assistance (BJA), have funded efforts to develop high-quality resources that will enable you to utilize publicly funded research and tools needed to conduct best practices and to use evidenced-based strategies. Many of these resources are housed at the "National Criminal Justice Reference Service" (NCJRS) (*www.ncjrs.gov*).

The Office of Justice Programs' Crime Solutions initiative hosts a website that assists practitioners and policy makers in finding information about evidence-based programs in criminal justice, juvenile justice, and crime victim services. The resources through this initiative are available on CrimeSolutions.gov.

BJA's "Center for Program Evaluation and Performance Measurement" (*https://www.bja.gov/evaluation/index.html*) houses a tremendous library of topics that will help you to prepare and conduct high-quality, cost-effective programs. It is expected that your organization's efforts and any programs for which you are seeking public funding will be based on "what works."

Follow the required grant application format, exactly!

All grant solicitations have a required format that mandates how applications must be constructed. Remember, there are always more applications submitted than there is funding available. The applications are screened, and in order to be competitive they must respond to the solicitation exactly. The screening is usually conducted through an in-house process commonly referred to as a Basic Minimum Review (BMR). Many applications are rejected early in the process due to failure to adhere to the solicitation format or solicitation guidance for allowable activities or costs.

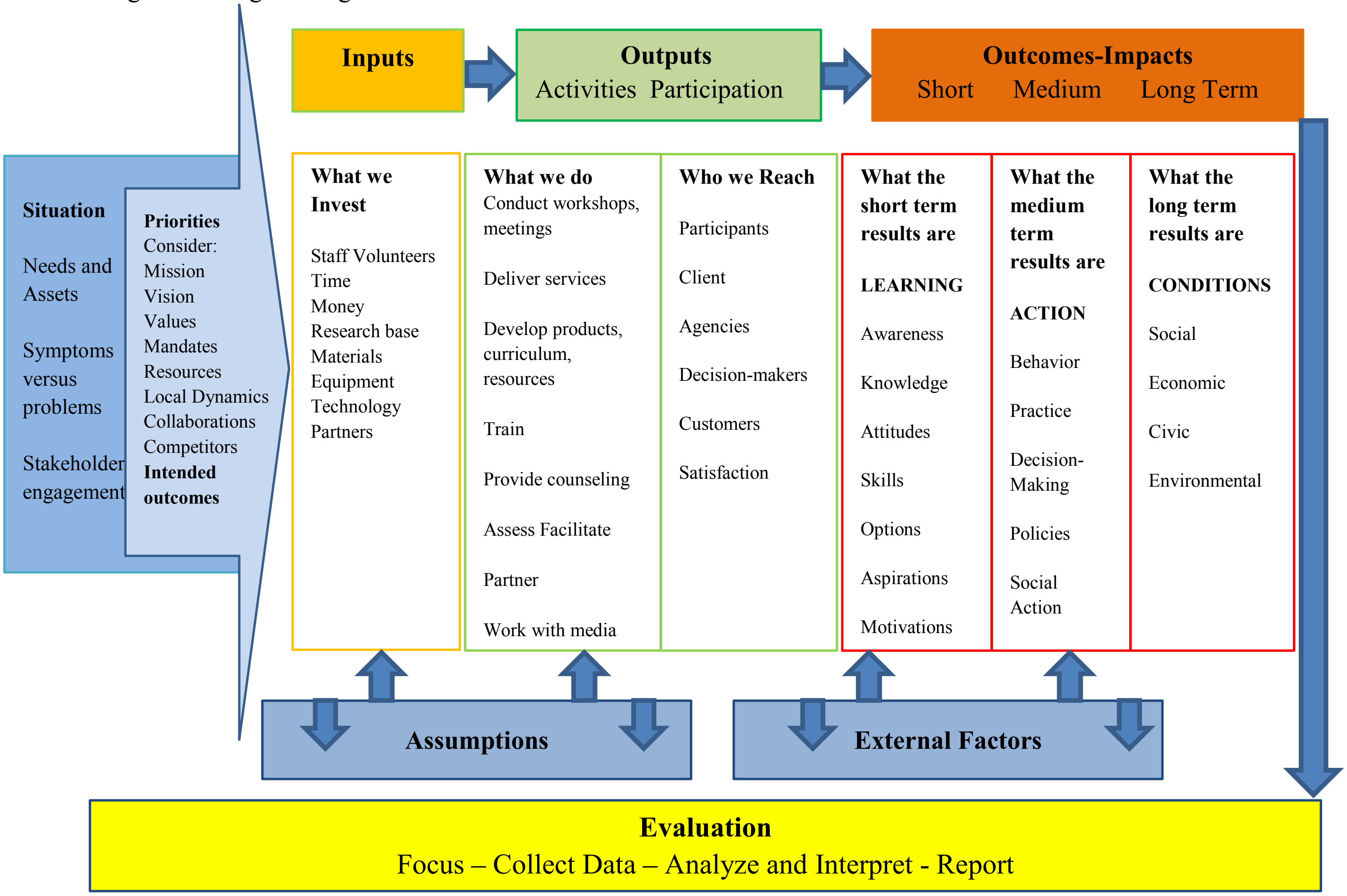
Most competitive grants are also peer reviewed. This process ensures that applications will receive a fair and thorough review based on specific criteria so that funding goes to programs that best respond to the solicitation and have solid programmatic and financial structures. Pay close attention to the scoring section, provide all required information, and follow the format exactly.

The following example is a list of required sections in an OJP-BJA grant format:

- Application for Federal Assistance SF-424
- Program abstract
- Program narrative
- Statement of the problem
- Project design and implementation
- Capabilities and competencies
- Plan for collecting the performance data, measures, and other outcomes
- Plan for measuring program success to inform plan for sustainment
- Budget detail worksheet and budget narrative
- Indirect cost rate agreement (if applicable)
- Project timeline, résumés, memoranda of understanding, and letters of support
- Other standard forms

Some sections require data that can be gathered in advance and updated; other sections can be pre-written and adjusted as circumstances change and new information or data is gathered. Either way, doing as much of this foundational work in advance of an actual grant solicitation's release can afford a major advantage over your competition.

Figure 3. Program Logic Model



Source: Adapted from "Enhancing Program Performance with Logic Models," University of Wisconsin-Extension, 2003, www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html

Although solicitation requirements vary from program to program, by organizing your ongoing work around these standard elements, you will be well positioned to compete effectively within the limited time usually available for responding to any RFP. To learn more about the grant writing process, try using OJP's "Grants 101" online learning course (www.ojp.usdoj.gov/grants101/) and "The BJA Grant Writing and Management Academy" (www.bja.gov/gwma/).

Habit 2: Begin with the end in mind

The bottom line is to achieve results and develop a sustainable program! Most, if not all, RFPs and grant application solicitations mandate that an applicant develop and submit a logic model (see "Planning an Evaluation: Developing and Working with Program Logic Models" at *www.bja.gov/evaluation/guide/pe4.htm*).

A logic model (see Figure 3) is a graphical representation of your programs goals, objectives, inputs, outputs, and, most important, outcomes and results. A logic model also provides details on how short-, medium-, and long-range outcomes of your program will be measured and evaluated. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) provides directions and templates to assist in forming a program logic model on its "Performance Measures" web page (www.ojjdp.gov/grantees/pm/).

A clear road map of the process, methods, and obstacles will aid in the implementation of any program. Advance preparation of logic models and process maps for each program that you hope to develop and fund through grants will increase your ability to compete when the opportunity knocks.

Habit 3: Put first things first

Community needs assessments, data gathering, and analysis

The problem statement of your grant proposal, as required by most solicitations, is sometimes a tricky component. It takes time to gather, analyze, and understand the data, root problem, gaps in service, and needs to be addressed. Many resources are available for researching a problem, such as the Office of Community Oriented Policing Services' (COPS Office) "Researching a Problem Guide" (ric-zai-inc.com/ric.php?page=detail&id=COPS-P073).

Your program design or solution should be based on a clear understanding of the local problems. OJP program offices have spent considerable time and effort to promote best practices and evidenced-based responses to America's criminal justice issues. There is a clear expectation that public funding will be allocated wisely and that those receiving federal funding will all be good stewards of scarce public dollars, thus funding agencies are increasingly demanding that organizations operate effectively and efficiently.

Build your organization's capabilities

Your organization will be asking a potential funder to invest in your business. There is an expectation that your plan and grant application will further the funder's mission and that you are a good investment. Your organization must have strong policies, procedures, and practices in place to use public or foundation dollars effectively and efficiently. For support in applying and managing grant funds and programs, see OJP's "2011 Financial Guide". The U.S. Department of Justice has also launched an online "Grants Financial Management Online Training" course (*http://gfm.webfirst.com*) that provides instruction on 24 different topics to help your organization apply and manage grant funds and program.

About Budgets

Whether economic conditions are good or bad, running a business using proper management techniques is essential to long-term success. An organization's financial management system and accounting procedures must be directed by written policies and structured using Generally Accepted Accounting Principles (GAAP). Budgets also represent the financial roadmap for operations and move the mission, vision, and values of your organization forward.

The same holds true about grant budgets. To gain an advantage when a grant RFP is released, planning and mapping the process to carry out a desired program should also include budgetary estimates, using approved grant budget categories. Equally important to a winning grant program is a clearly written budget narrative, which fully describes why these funds are needed and how they will be used to carry out the program. Certainly these are only estimates and final budget amounts must be based on the actual program components and costs at the time of submission.

Match or Local Share

More and more grant programs are requiring matches from state, local, and community resources, whether in the form of cash, known as hard matches, or in-kind, referred to as soft matches, to augment the amount of funds awarded through the grant. This requires that you have another source of funding for your organization's services. This is an area in which preplanning is critical. By working in collaboration with stakeholders and other organizations and leveraging both public and private partnerships, you may develop creative methods of meeting the match requirement.

Habit 4: Think win-win

While your organization may be able to provide the services outlined in the grant solicitation, you should also consider the benefits of including partners that would make program implementation more successful. For example, organizations that provide neighborhood watch or safe passages may develop a program design with local law enforcement. Law enforcement will benefit from having community residents dedicated to reporting and preventing crime, and the organization will benefit from demonstrating to the funder that law enforcement is committed to this course of action.

Federal funders are now advising grantees to look for and leverage cross-agency funding, increase collaboration, and develop partnerships to ensure a steady funding stream. Building win-win relationships with a variety of stakeholders is the basis of forming sustainable, results-oriented, holistic strategies and programs.

Habit 5: Seek first to understand, then to be understood

Seeking to understand the needs of your partners and what they can and can't do through a collaborative venture is the foundation of building win-win relationships and true synergy. Understanding your partners' expectations and financial needs will be helpful in determining the structure of your program design and determining how to set budgets. Furthermore, having a complete understanding of any and all grant requirements early in the process can keep your project on track and set realistic expectations between partners.

Synergize: The simultaneous action of separate entities that, together, have greater total effect than the sum of their individual effects.

— Adapted from Francis Buchholz and Uli Roth's definition of synergism.

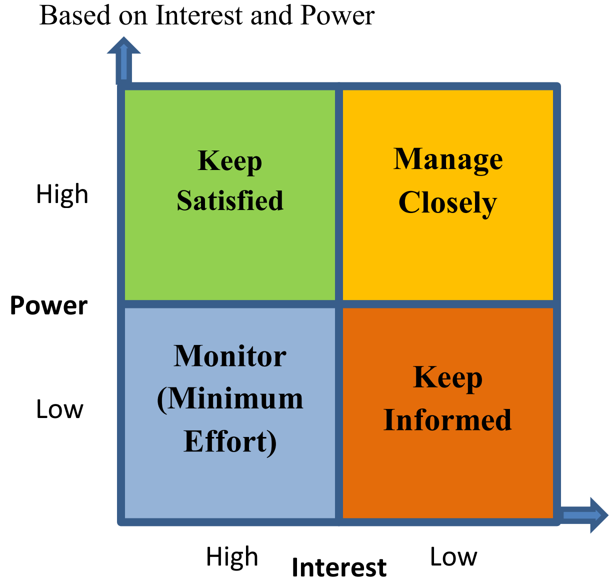
Many solicitations ask that stakeholder support be identified and included in your program design section of the proposal. A better understanding of your partners' needs will help you while planning how to write your proposal. A well-written grant proposal is one that accentuates the strengths and relationships between partners and outlines how these relationships will be leveraged to meet the goals and deliverables of the grant-funded project.

Habit 6: Synergize

When responding to grant solicitations, it is important to consider synergy with your partners. Often, multiple faith-based and non-profit organizations must join services to develop a program design that responds to the deliverables of the grant solicitation. Partners must agree to share their respective strengths and agree on an organizational and financial management structure. It is also important that partners understand this is a joint venture and each partner's contribution is essential to meeting the collective goal.

Synergy also helps with developing memoranda of understanding (MOU) and/or letters of support, which are required for many grant solicitations. Without prior relationship and trust building, and in many cases extensive negotiations, MOUs are unlikely in the usual short turnaround time allowed for submitting applications.

Figure 4. Determining Stakeholder Management Based on Interest and Power



Source: "Power/Interest Grid for Stakeholder Prioritization," Rachel Thompson, Mind Tools Ltd., www.mindtools.com/pages/article/worksheets/PowerInterestGrid.pdf.

Furthermore, stakeholder management is a critical element of your organization's success in developing synergy. While all partner contributions are important to overall success, the role of their contributions may not have an equal effect on the project. Depending on the stakeholders' level of interest in or power over your project, it is critical to manage their involvement. Figure 4 on page 38 provides four management styles for overseeing the work of your partners. If the stakeholders are directly connected to your grant activities as contractors or sub-grantees, they become part of the "scope" of the project, and your organization can be legally responsible for their actions as they relate to your obligations to the funding agency. Per Figure 4, you may want to manage the actions of high-power, high-interest stakeholders closely.

Habit 7: Sharpen the saw

Whether your organization is big or small, old or new, taking time to review all aspects of the operation is time well spent. The habit of continual renewal and growth is essential to a thriving organization. One method to assess your operation is to conduct an open and honest evaluation of the organization's strengths, weaknesses, opportunities, and threats (SWOT). A comprehensive SWOT analysis, when conducted properly, can assist in renewing and refreshing an organization's strategic direction, business processes, and human resource development. SWOT can improve an organization's ability to adapt to an ever-changing environment.

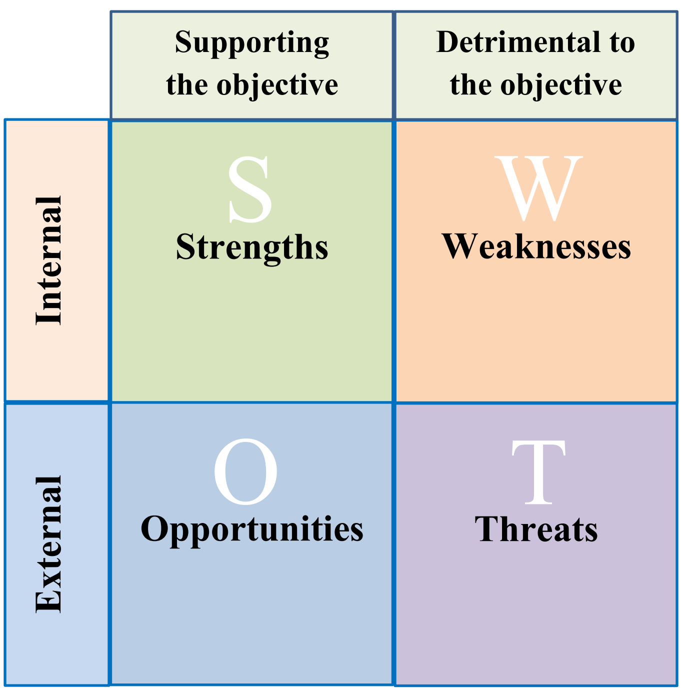
When conducting a SWOT analysis, remember the following tips:

- **Be realistic:** Make sure you assess your situation objectively. It is better to be more pessimistic about weaknesses and threats and realistic about strengths and opportunities.

- **Now versus future:** Distinguish between the state of your organization today and your expectations for the future.

- **Simple:** Keep your SWOT matrix short and simple at first and then drill down for details. Identifying major issues is the priority. Then, as your programmatic goals and efforts expand, weigh items in order of importance based on your strategic plan, organizational growth, and sustainability.

Figure 5. SWOT Analysis Chart



Source: "SWOT Analysis," National Center for Justice Planning, www.ncjp.org/strategic-planning/overview/additional-planning-tools/swot-analysis

> *It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.*
> — Charles Darwin, 1809-1882

Summary

This section points the way for you and your organization to access numerous tools to continue your training in grant writing and management. You must continually develop the expertise to find, apply for, and win grant funding to implement quality, results-driven programs. In your quest to seek and apply for grant funding, remember these seven tips:

1. Start preparing for grant opportunities now!
2. Follow the instructions and application guidance exactly.
3. Be brief, concise, and clear about the goals and measurable objectives of the program.
4. Be organized, logical, and sure your objectives are realistic and achievable.
5. Be careful to include only allowable costs, and justify all costs in the budget and narrative.
6. Carefully proofread the application, and have a third party read it again.
7. Keep the funding source, peer reviewers, and of course the customers in mind.

Conclusion

In challenging times, the partnership between community organizations, law enforcement, and government is essential to preventing and reducing crime and improving the quality of services available to local community members. Faith-based and non-profit organizations serve as pillars in communities, often lending support in the toughest of circumstances. Community members often are on the frontlines responding to acts of violence, advocating for the rights of residents, serving as a safe haven for youth, and supporting families. Your organization's role in connecting your communities to the resources available from state, local, and federal organizations is a vital one.

This collaborative effort has proven time and time again to be effective in determining the most pressing crime-related problems and offering creative approaches for addressing these challenges. As crime increases and your community's needs grow, your organization must continue to reassess its readiness to respond to these needs. Without access to the same funding and training as law enforcement and other criminal justice professionals, it becomes an even greater challenge for your organization to fully support your communities, combat crime, and provide vital services.

This resource guide has been designed to assist you in filling those gaps by increasing your organization's capacity to respond to these challenges, building sustainable relationships, and applying for grant funding. The Center for Faith-based and Neighborhood Partnerships hopes this information has equipped you to continue in your efforts, strengthen your communities, and bring awareness to the resources available to you and your organization.

A Note on Federal Funding: Equal Treatment for Faith-based Organizations

The U.S. Department of Justice (DOJ) promulgated a regulation on January 21, 2004 to ensure that no organization will be discriminated against in a DOJ-funded social services program on the basis of religion and that DOJ-funded social services are available to all, regardless of religion. The regulation, titled "Participation in Justice Department Programs by Religious Organizations; Providing for Equal Treatment of all Justice Department Program Participants," and known as the Equal Treatment Regulation, is codified at 28 CFR Part 38. It reflects the principle that religiously affiliated (or "faith-based") organizations should be able to compete on equal footing with other organizations for funding.

This regulation ensures a level playing field for the participation of faith-based organizations as well as other community organizations in DOJ programs.

The DOJ prohibits discrimination for or against an organization on the basis of religion, religious belief, or religious character in the administration or distribution of federal funds, allowing a religious organization that participates in DOJ programs to retain its independence and continue to carry out its mission, provided that direct DOJ funds do not support any inherently religious activities. While inherently religious activities are permissible, they must be separate in time or place from the funded program, and participation in such activities by individuals receiving services must be voluntary, clarifying that faith-based organizations can use space in their facilities to provide DOJ-funded services without removing religious art, icons, scriptures, or other religious symbols, and ensuring that no organization that receives direct financial assistance from the DOJ can discriminate against a program beneficiary, or prospective beneficiary, on the basis of religion or religious belief.

The regulation applies to departmental employees who make funding decisions and administer programs as well as to DOJ grantees and sub-grantees. Recipients of DOJ funding should consult their attorney about this regulation.

Inquiries about the regulation or concerns of possible violations may be directed to the Office for Civil Rights. OCR also serves as the civil rights officer for the Office of Community Oriented Policing Services and the Office on Violence Against Women. Please send inquiries to:

Office of Justice Programs
Office for Civil Rights
810 7th Street, NW
Washington, DC 20531

askOCR@ojp.usdoj.gov

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Resources

The following resources are available through the U.S. Department of Justice:

"Accessing Resources for Community and Faith-based Organizations"
National Training and Technical Assistance Center
Office of Juvenile Justice and Delinquency Prevention
https://www.nttac.org/index.cfm?event=arc.MainPage

"Faith-Based and Community Initiatives"
Bureau of Justice Assistance
https://www.bja.gov/ProgramDetails.aspx?Program_ID=94

"Grant Programs to End Violence Against Women"
Office on Violence Against Women
http://www.ovw.usdoj.gov/docs/ovw-grant-program-factsheet.pdf

"How to Apply for Grants"
Center for Faith-based & Neighborhood Partnerships
U.S. Department of Justice
http://www.ojp.gov/fbnp/grants.htm

National Training and Technical Assistance Center
Bureau of Justice Assistance
http://www.bjatraining.org/

Office of Community Oriented Policing Services
http://www.cops.usdoj.gov/Default.asp?Item=34

"Training and Technical Assistance"
Office of Juvenile Justice & Delinquency Prevention
http://www.ojjdp.gov/programs/tta.html

Training and Technical Assistance Center
Office for Victims of Crime
https://www.ovcttac.gov

List of Centers and Offices

Federal Centers for Faith-based and Neighborhood Partnerships

Center at the U.S. Department of Health and Human Services (HHS)
202.358.3595
partnerships@hhs.gov
http://www.hhs.gov/partnerships

Center at the U.S. Department of Commerce
202.482.2770
FBNP@doc.gov
http://www.commerce.gov/office-secretary/center-faith-based-and-neighborhoodpartnerships

Center at the U.S. Department of Housing and Urban Development (HUD)
202.708.2404
Talk_to_us@hud.gov
http://www.hud.gov/offices/fbci

Center at the U.S. Department of Veterans Affairs (VA)
202.461.7689
vafbnp@va.gov
http://www1.va.gov/cfbnpartnerships/

Center at the U.S. Department of Agriculture
202.720.3631
collaborate@usda.gov
http://www.usda.gov/partnerships

Center at the U.S. Department of Homeland Security (DHS)
202.646.3487
infofbci@dhs.gov
http://www.dhs.gov/fbci

Center at the U.S. Agency for International Development (USAID)
202.712.4080
fbci@usaid.gov
http://www.usaid.gov/our_work/global_partnerships/fbci/

Center at the U.S. Department of Education
202.205.9655
edpartners@ed.gov
http://www.ed.gov/edpartners

Center at the Small Business Administration
202.205.6452
partnerships@sba.gov
http://www.sba.gov/fbci

Center at the U.S. Department of Labor
202.693.6017
CFBNP@dol.gov
http://www.dol.gov/cfbnp

Center at the U.S. Department of Justice
202.305.7462
partnerships@usdoj.gov
http://www.ojp.gov/fbnp

Center at the Environmental Protection Agency
202.564.4308
partnerships@epa.gov
http://www.epa.gov/fbnparternships

Point of Contact at the Corporation for National and Community Service
202.606.7554
fbnp@cns.gov
http://www.nationalservice.gov/for_organizations/faith/index.asp

Source:
www.whitehouse.gov/administration/eop/ofbnp/offices/federal

State Offices for Faith-based and Neighborhood Partnerships

State Administering Agencies
Office of Justice Programs
http://www.ojp.gov/saa/

State Offices for Faith-based and Neighborhood Partnerships
http://www.whitehouse.gov/administration/eop/ofbnp/offices/states