FY 2017 Office on Violence Against Women - Grants to Tribal Governments to Exercise Special Domestic Violence Criminal Jurisdiction

January 18, 2017

Tribal Law and Policy Institute
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www.tlpi.org
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FY 2017 RFP Due: January 25, 2017
Presenters

- *Kelly Gaines Stoner, Tribal Victim Advocacy Legal Specialist, Tribal Law and Policy Institute*
Outline of Webinar Presentation

• Brief Overview of VAWA Title IX

• FY 2017 OVW Grants to Tribal Governments to Exercise Special Domestic Violence Criminal Jurisdiction

• General Grant Writing Tips

• Questions
What this Webinar will NOT be Covering

- Full range of information and resources needed for a complete OVW application.
  - For more OVW resources, please see https://www.justice.gov/ovw/open-solicitations
  - Includes Tribal Jurisdiction Fact Sheet

- Full range of federal grant opportunities that could be used to fund VAWA implementation.

- Exhaustive overview of VAWA special domestic violence criminal jurisdiction requirements.
www.ncai.org/tribal-vawa
www.ncai.org/tribal-vawa/resources/webinars
Title IX of the 2013 VAWA Reauthorization

• Section 904: Tribal Jurisdiction over Crimes of Domestic Violence

• “Special Domestic Violence Criminal Jurisdiction” which recognizes a tribe’s inherent criminal jurisdiction over non-Indians for the crimes of
  • Domestic Violence
  • Dating Violence
  • Violation of Protection Order
Tribes can now exercise Special Domestic Violence Criminal Jurisdiction

• Under VAWA Reauthorization Act of 2013, tribes now have the OPTION to exercise Special Domestic Violence Criminal Jurisdiction (SDVCJ).

• Currently the following tribes are exercising SDVCJ:
  • Confederated Tribes of the Umatilla Indian Reservation
  • Pascua Yaqui Tribe
  • Tulalip Tribes
  • Assiniboine and Sioux Tribes of the Fort Peck Indian Reservation
  • Sisseton Wahpeton Oyate of the Lake Traverse Reservation
  • Little Traverse Bay Bands of Odawa Indians
  • Eastern Band of Cherokee
  • Seminole Nation of Oklahoma
  • Nottawaseppi Huron Band of the Potawatomi
  • Standing Rock Sioux Tribe
  • Kickapoo Tribe of Oklahoma
  • Sac and Fox Nation
TRIBAL LAW AND ORDER ACT
Public Law 111-211 (2010)
TLOA Purposes

• Make Federal agencies more accountable

• Provide greater freedom for tribes to design and run their own justice systems.

• Enhance cooperation in law enforcement, interoperability, and access to criminal justice information.
TLOA Means

• Enhanced Funding for Tribal Justice Systems
  • authorization rather than appropriation

• Enhanced Authority for Tribal Justice Systems
  • enhanced Tribal court sentencing authority

• Enhanced Federal Cooperation and Accountability
Expanding Tribal Court Sentencing Authority

• Enhanced tribal court sentencing authority
  • 1-3 years imprisonment, $15,000 fine, or both
• Tribal courts can stack sentences
  • 9-year cap on stacked sentencing
# Due Process Protections Required by TLOA and/or VAWA

<table>
<thead>
<tr>
<th>TLOA and VAWA Due Process Requirements</th>
<th>TLOA</th>
<th>VAWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Defendants are provided with effective assistance of counsel equal to at least that guaranteed in the U.S. Constitution.*</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>2. Tribal government provides, at their expense, to an indigent defendant a defense attorney licensed to practice by any jurisdiction in the United States.*</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>3. Defense attorney is licensed by a jurisdiction that applies appropriate licensing standards and effectively ensures the competence and professional responsibility of its licensed attorneys.*</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>4. Judges presiding over criminal proceedings subject to enhanced sentencing/non-Indian defendants have sufficient legal training to preside over criminal trials.*</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>5. Any judge presiding over criminal proceedings subject to enhanced sentencing/non-Indian defendants are licensed to practice law by any jurisdiction in the United States.*</td>
<td>✔</td>
<td>✔</td>
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*Note: These due process protections are required under TLOA. But, they are only required under VAWA if a term of imprisonment of any length may be imposed.
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<td>6. The tribe’s criminal law, rules of evidence, and rules of criminal procedure are made available to the public prior to charging the defendant.*</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>7. Tribal court maintains a record of the criminal proceeding, including an audio or other recording.*</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>8. Any defendant sentenced to greater than 1-year imprisonment to be served in a tribal facility, that facility must pass the BIA jail standards for long-term incarceration.</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>9. Tribal court provides the defendant the right to a trial by an impartial jury.</td>
<td></td>
<td>✔️</td>
</tr>
<tr>
<td>10. Tribal court ensures that the jury pool reflects a fair cross section of the community.</td>
<td></td>
<td>✔️</td>
</tr>
<tr>
<td>11. Tribal court ensures that juries are drawn from sources that do not systematically exclude any distinctive group in the community, including non-Indians.</td>
<td></td>
<td>✔️</td>
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<td>12. Tribal court ensures that anyone detained under the special domestic violence criminal jurisdiction is “timely notified” of his/her rights and responsibilities.</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>13. Tribal court ensures that a defendant is notified of their right to file “a petition for a writ of <em>habeas corpus</em> in a court of the United States.”</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>14. Tribal court ensures that “all other rights whose protection is necessary under the Constitution of the United States in order for Congress to recognize and affirm the inherent power of the participating tribe to exercise special domestic violence criminal jurisdiction over the defendant” are provided.</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>15. Tribal court ensures that “all applicable rights under the special domestic violence criminal jurisdiction provisions” are provided.</td>
<td></td>
<td>✔</td>
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Potential Areas of Need

• Effective assistance of counsel for defendants
• Free, appointed, licensed attorneys for indigent defendants
• Law-trained Judges who are licensed
• Publicly available criminal laws and rules
• Recorded criminal proceedings
• Jury pool selection
• Law enforcement training
• Detention facilities
• Probation
• Create a Domestic Violence Court/Docket
• Code Development
  • Domestic Violence Offenses
  • Firearm Offenses
  • Victims’ Rights
OVW - Grants to Tribal Governments to Exercise Special Domestic Violence Criminal Jurisdiction
Grants to Tribal Governments to Exercise Special Domestic Violence Criminal Jurisdiction Solicitation

- The Tribal Jurisdiction Program is designed to assist Indian tribes in exercising SDVCJ. Through this grant program, Indian tribes will receive support and technical assistance for planning, developing and implementing changes in their criminal justice systems necessary to exercise SDVCJ. The program encourages collaborations among tribal leadership, tribal courts, tribal prosecutors, tribal attorneys, tribal defenders, law enforcement, probation, service providers, and other partners to ensure that non-Indians who commit crimes of domestic violence, dating violence, and violations of protection orders are held accountable. The Tribal Jurisdiction Program encourages the coordinated involvement of the entire tribal criminal justice system and victim service providers to incorporate systemic change that ensures victim safety and offender accountability.

For more information – see https://www.justice.gov/ovw/open-solicitations

Application Due Date: January 25, 2017
Application Timeline

- Solicitation:
  - Opened December 8, 2016
  - *Closes January 25, 2017* (11:59pm Eastern)
  - Recommended to register for GMS no later than January 11, 2017.
  - OVW anticipates notifying all applicants of funding decisions by October 1, 2017.
Program Scope

• Activities supported by the Tribal Jurisdiction Program are determined by statute, federal regulations, and OVW policies. If an applicant receives an award, the funded project is bound by the provisions of the solicitation, the DOJ Financial Guide, including updates to the guide after an award is made, and the conditions of the award.
FY 2017 Purpose Areas

• In FY 2017, pursuant to 25 U.S.C. § 1304(f), funds under the Tribal Jurisdiction Program may be used for the following purposes:
  • (1) to strengthen tribal criminal justice systems to assist Indian tribes in exercising SDVCJ, including:
    • (A) law enforcement (including the capacity of law enforcement or court personnel to enter information into and obtain information from national crime information databases);
    • (B) prosecution;
    • (C) trial and appellate courts;
    • (D) probation systems;
    • (E) detention and correctional facilities;
    • (F) alternative rehabilitation centers;
    • (G) culturally appropriate services and assistance for victims and their families; and
  • (H) criminal codes and rules of criminal procedure, appellate procedure, and evidence;
FY 2017 Purpose Areas

• (2) to provide indigent criminal defendants with the effective assistance of licensed defense counsel, at no cost to the defendant, in criminal proceedings in which a participating tribe* prosecutes a crime of domestic violence or dating violence or a criminal violation of a protection order;
• (3) to ensure that, in criminal proceedings in which a participating tribe exercises SDVCJ, jurors are summoned, selected, and instructed in a manner consistent with all applicable requirements; and
• (4) to accord victims of domestic violence, dating violence, and violations of protection orders rights that are similar to the rights of a crime victim described in section 3771(a) of Title 18, consistent with tribal law and custom.

*The term “participating tribe” means an Indian tribe that elects to exercise SDVCJ over the Indian Country of that tribe.
Mandatory Program Requirements

- **Required Tribal Resolution**
- To successfully exercise SDVCJ, tribes will need to engage tribal leaders, tribal judges, tribal prosecutors, tribal defenders, tribal attorneys, law enforcement, and victim service providers. Therefore, the applicant must submit a resolution from its governing body demonstrating eligibility to apply and directing all internal tribal partners including, at a minimum, judges (if appropriate), prosecutors, defenders, tribal attorneys/general counsel, law enforcement, and victim service provider(s), to cooperate in implementation of the proposed grant project (see Tribal Resolutions).
Mandatory Program Requirements

Required Memorandum of Understanding (MOU)

- The applicant must submit an MOU that includes all necessary internal and external partners. If any of the required partners such as the tribal court or victim service provider are not subject to the authority of the tribal governing body, their partnership must be documented in the MOU (see APPENDIX C).

- Applications without the required tribal resolution and/or MOU will not be considered for funding.
Mandatory Program Requirements

Applicants that receive funding under the Tribal Jurisdiction Program will be required to engage in the following activities:

Inter-tribal Technical Assistance Working Group (ITWG) on SDVCJ Membership

- The ITWG is a voluntary working group of tribal representatives who exchange views, information, and advice about how tribes may best exercise SDVCJ and address responses to domestic violence, dating violence and violations of protection orders. Applicants need not be current members but will be expected to join and participate in the ITWG if they receive an award.

Prior Approval to Exercise Special Domestic Violence Criminal Jurisdiction

- As described in greater detail under Eligibility, OVW will assess a tribe’s readiness to exercise SDVCJ before authorizing the use of grant funds to prosecute non-Indian offenders. Unless a grantee has already been designated as a Pilot Project tribe by the Department of Justice, OVW will require grantees to submit the questionnaire and supporting certifications as outlined in APPENDIX D.
Activities that Compromise Victim Safety and Recovery

The following activities have been found to jeopardize victim safety, deter or prevent physical or emotional healing for victims, or allow offenders to escape responsibility for their actions:

• 1. Procedures or policies that exclude victims from receiving safe shelter, advocacy services, counseling, and other assistance based on their actual or perceived sex, age, immigration status, race, religion, sexual orientation, gender identity, mental health condition, physical health condition, criminal record, work in the sex industry, or the age and/or gender of their children;

• 2. Procedures or policies that compromise the confidentiality of information and privacy of persons receiving OVW-funded services;

• 3. Procedures or policies that impose requirements on victims in order to receive services (e.g. seek an order of protection, receive counseling, participate in couples counseling or mediation, report to law enforcement, seek civil or criminal remedies, etc.);

• 4. Procedures or policies that fail to include conducting safety planning with victims;

• 5. Project design and budget that fail to account for the access needs of participants with disabilities and participants who have limited English proficiency or who are Deaf or hard of hearing; and

• 6. Automatic pre-trial diversion programs;

• 7. Mediation or counseling for couples as a systemic response to domestic violence;
Activities that Compromise Victim Safety and Recovery

- 8. Failure to provide sanctions against offenders who fail to participate in court-ordered batterer intervention programs;
- 9. Utilizing anger management classes instead of court-ordered batterer intervention programs;
- 10. Procedures that would penalize victims of violence for failing to testify against their abusers or impose other sanctions on victims. Instead, procedures that provide victims with the opportunity to make an informed choice about whether to testify are encouraged;
- 11. Procedures that require criminal record checks, including checks of public court databases, be performed on individuals presenting for counseling or advocacy services prior to providing those individuals with services;
- 12. Issuance of mutual restraining orders of protection except in cases where both parties file a claim and the court makes detailed findings of fact indicating that both parties acted primarily as aggressors and that neither party acted primarily in self-defense; and
- 13. Requiring that victims bear the costs associated with:
  - the prosecution of any misdemeanor or felony domestic violence, dating violence, sexual assault, or stalking offense;
  - the filing, issuance, registration, modification, enforcement, dismissal, or service of a protection order, or a petition for a protection order, to protect a victim of sexual assault, domestic violence, dating violence, or stalking;
  - the filing of criminal charges against the offender; or
  - the filing, issuance, registration, modification, enforcement, dismissal or service of a warrant, protection order, petition for a protection order, or witness subpoena, whether issued inside or outside the tribal jurisdiction.

- Applications that propose activities that compromise victim safety and recovery may receive a deduction in points during the review process or may be eliminated from further consideration entirely.
Out-of-Scope Activities

OVW has determined the activities listed below to be out of the program scope, and they will not be supported by Tribal Jurisdiction Program funding.

• 1. Research projects (This does not include program assessments conducted only for internal improvement purposes. See “Research and Protection of Human Subjects” in the Solicitation Companion Guide).
• 2. Prosecuting cases of sexual assault that do not involve spouses, intimate partners, or dating partners.
• 3. Prosecuting cases that do not involve domestic violence, dating violence, and/or violations of a protection order.
• 4. Purchase or lease of vehicles.
• In addition, applicants may not allocate more than 10% of the funds requested to medical services for incarcerated individuals.
• An application that is deemed to be substantially out-of-scope, proposes a substantial number of activities that are unallowable, or proposes activities that pose a significant threat to victim safety or a serious breach of confidentiality will not be considered for funding.
Awards

- The grant award period is 36 months. Generally the award period will begin on October 1, 2017.
- Awards under the Tribal Jurisdiction Program for FY 2017 will be made for up to $450,000.
- The Tribal Jurisdiction Program typically makes awards in the range of $300,000 - $450,000. OVW estimates that it will make up to 5-7 awards for an estimated $2,200,000.
- FY 2016 - 10 tribes applied and 7 awards were made.
Awards

Awards will be made as cooperative agreements. Cooperative agreements are a form of award when OVW expects to have ongoing substantial involvement in award activities. For this program, the substantial involvement includes:

• Active participation in the ITWG;
• Review of relevant legal materials;
• Review and approval that the tribe has all requirements in place to move forward with exercising SDVCJ. The requirements are more fully described in APPENDIX D, but they include and are not limited to:
  • 1. Trial by an impartial jury
  • 2. The right to effective assistance of counsel
  • 3. The right to indigent defense counsel
  • 4. Judge(s) who are licensed attorneys with sufficient training to preside over criminal proceedings
  • 5. Publicly available laws and rules
  • 6. Ability to produce records of the criminal proceedings
  • 7. Timely notice of federal habeas corpus rights and privileges
  • 8. Other rights protected by the Indian Civil Rights Act of 1968
  • 9. Appropriate services, advocacy and referrals for victims
Types of Applicants

• In FY 2017, OVW will accept applications for the Tribal Jurisdiction Program from the following:

  • **New**: applicants that have never received funding under the Tribal Jurisdiction Program.

  • Grant recipients that received new Tribal Jurisdiction Program funding in FY 2016 are NOT eligible to apply.
Eligibility Information

Eligible entities for this program are:

- **Indian tribal governments that have jurisdiction over Indian Country**
- “Indian tribal government” means a tribe, band, pueblo, nation, or other organized group or community of Indians, including any Alaska Native village or regional or village corporation (as defined in, or established pursuant to, the Alaska Native Claims Settlement Act (43 U.S.C. 1601 et seq.)), that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.
Eligibility Information

- Under 18 U.S.C. § 1151, the term “Indian Country,” means (a) all land within the limits of any Indian reservation under the jurisdiction of the United States Government, notwithstanding the issuance of any patent, and, including rights-of-way running through the reservation, (b) all dependent Indian communities within the borders of the United States whether within the original or subsequently acquired territory thereof, and whether within or without the limits of a state, and (c) all Indian allotments, the Indian titles to which have not been extinguished, including rights-of-way running through the same.
Eligibility Information

• OVW is NOT limiting eligibility for the Tribal Jurisdiction Program to tribes that are already exercising or are prepared immediately to exercise SDVCJ. Instead, OVW anticipates that it may make awards to tribes that are at various stages of preparedness with regard to exercising SDVCJ. At the beginning of the grant project period, all grantees will have access to funding for planning and preparation activities related to implementing SDVCJ. However, OVW will assess a tribe’s readiness to exercise SDVCJ before authorizing the use of grant funds to actually prosecute non-Indian offenders. OVW will require grantees to submit a completed questionnaire and supporting certifications as outlined in APPENDIX D. Grantees may choose to submit these materials at any time during the award period for OVW approval. However, applicants should not submit these materials before receiving an award.
Peer Review Selection Process

- **Summary Data Sheet (5 pts)**
- **Project Narrative (65 pts total)**
  - Description (55 pts)
  - Project Timeline (5 pts)
  - Who will implement (5 pts)
- **Tribal Resolution (5 pts)**
- **Memorandum of Understanding (MOU) (10 pts)**
- **Budget Detail Worksheet and Narrative (15 pts)**
- **Other Docs:**
  - Project Abstract
  - Confidentiality Notice Form
  - Application for Federal Assistance (SF-424)
  - Standard Assurances and Certifications Regarding Lobbying; Debarment, Suspension, and Other Responsibility Matters; and Drug-Free Workplace Requirements (Form 4061/6)
  - Letter of Nonsupplanting
  - Financial Accounting Practices
  - Indirect Cost Rate Agreement (if applicable)
While planning and before submitting...

- If you are working on your application and you make a single file made up of separate attachments-DO NOT submit it to OVW this way.
- It is very important to use separate attachments of documents when submitting your application to OVW.
- Clearly label each attachment.
- Combine related attachments such as resumes so peer reviewers are not overwhelmed with multiple attachments.
Summary Data Sheet

• 1-4 pages

• Does not count towards the 20 page limit

• Information for point of contact; other grant programs that you receive funding for; current and recent OVW projects; if you have implemented SDVCJ; list all purpose areas that the project will implement
Project Narrative

- Describe the community’s
  - Geographic area subject to tribe’s jurisdiction
  - Demographic Profile of Community to be Served
  - Strengths
  - Resources
  - Challenges
  - Needs
  - Tribe’s commitment to implementing the project
  - Availability of services for victims of domestic and dating violence; how the project will enhance victim safety and autonomy

- May not exceed 20 pages
- Readers may not be familiar with community
- Each bullet should be answered, even if it’s reason why cannot be answered
Project Narrative

• Describe the Criminal Justice System
  • Assess current justice system and readiness to exercise SDVCJ and changes needed to exercise SDVCJ
    • Tribal Constitution
    • Tribal Law and Order Code
    • Law Enforcement Services
    • Tribal Prosecution
    • Tribal Court processes and practices
    • Availability of counsel for indigent defendants
    • Role of victim advocacy
    • Pre-trial supervision and probation system
  • Does tribe exercise TLOA enhanced sentencing (beyond 1 year imprisonment)
  • Formal/informal policies for coordinating with federal and/or state prosecution regarding cases that have concurrent jurisdiction
  • Need for training, technical assistance, data collection and evaluation of tribe’s criminal justice system
    • Number of DV cases, incidents, etc. for the past three years
• May not exceed 20 pages total
• Readers may not be familiar with criminal justice system
• Each bullet should be answered, even if it’s reason why cannot be answered
Project Narrative

• Describe the Project
  • Activities
  • Goals and Objectives
  • Plans for data collection
  • Enhancements throughout the project
  • If applicable, any tangible products to be purchased

• May not exceed 20 pages total
• Readers will not be familiar with the project
• Each bullet should be answered, even if it’s reason why cannot be answered
Project Timeline

Applicants must submit a timeline or milestone chart encompassing the
• entire federal project period.
• indicates objectives and major tasks,
• assigns responsibility for each, and
• plots completion of each task by year and then by month or quarter for the duration of the award
## Sample Timeline

<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVES</th>
<th>TIMEFRAME</th>
<th>TASKS &amp; ACTIVITIES</th>
<th>OUTCOMES</th>
<th>RESPONSIBLE PERSON</th>
</tr>
</thead>
</table>
| Revise jury selection system | Ensure the processes meet the SDVCJ requirements | Q1 December 2017 | • Form a review team  
• Identify data source for juror names and addresses  
• Amend jury selection handbook | Jury selection approved to exercise SDVCJ | Mr. Code |
| Establish an indigent defense program | Provide for the rights of indigent defendants | Q2 February 2018 | • Assess need for attorneys for indigent defendants  
• Decide whether to hire or contract defense services | Indigent defense program approved | Sandy Lawful |
Other Attachments

Other attachments, as necessary, include:

- Project Abstract
- Confidentiality Notice Form
- Application for Federal Assistance (SF-424)
- Standard Assurances and Certifications Regarding Lobbying; Debarment, Suspension, and Other Responsibility Matters; and Drug-Free Workplace Requirements (Form 4061/6)
- Letter of Nonsupplanting
- Financial Accounting Practices
- Indirect Cost Rate Agreement (if applicable)
Common Problems: biggest reasons for unsuccessful applications overall

- Not responding to all of the requested information

- Failed to draw connection between pressing problems identified in the “project narrative” and programmatic activities proposed.

- Not providing the requested information in relevant section where peer reviewers could easily locate it

- Failed to draw the connection between the proposed budget and the programmatic activities requested in the “project narrative.”

- Inconsistencies within proposal - different writers by section

- Did not provide specific measurable targets for performance measures
Tips for submitting a proposal

1. **Read the Solicitation.** Read entire solicitation and follow all instructions carefully. No detail is too small and no instruction should be ignored. Be sure to respond to all questions and requirements in the solicitation.

2. **Check all of the resources available through the Online OVW website.**

3. **Don’t wait until the deadline to apply!** Avoid connection issues with the Internet or the Grants Management System (GMS) and apply early. GMS runs slowly on the deadline day because of increased website traffic. Apply at least 72 hours before the deadline!

4. **Go back and review the “project narrative”:** Make changes as needed to ensure that the connection is clearly drawn between pressing problems identified in “project narrative” and programmatic activities requested.

5. **Go back and review the budget after completing the project narrative:** Make changes as needed to ensure that the connection is clearly drawn between proposed budget and programmatic activities requested in the “project narrative.”
General Approach to Federal Grants

1. **Plan Ahead** — *Do Not Wait until the RFP is out*
2. **Regular Annual Rhythm/Pattern for most Federal Grants**
   
   *(RFP in November-February with Grant Award not until September)*
3. **Contact Agency Grant Managers**
4. **Contact Tribal Technical Assistance (TA) Providers**
5. **Review Online Resources and Prior Proposals**
6. **Serve as Peer Reviewer** *(or at least Mock Peer Review Exercise)*
7. **Register on Grants.gov and GMS well ahead**
If You Have Applied Unsuccessfully:

- Always ask Agency to provide you with strengths and weaknesses comments
- Keep prior proposals & comments (*although different review panel each time*)
- Ask Agency what other services can be provided such as:
  - Training and Technical Assistance (T/TA) without grant
  - Capacity Building
  - Scholarships for Conferences/Trainings
- Ask Agency who was funded and for copies of successful applications
- Ask Agency for TA Provider contact information
Tips for Writing Grants

- Focus on deadline and any necessary attachments (*tribal resolutions, support letters*)
- Focus on scoring criteria (*think of it as a checklist because it is*)
- Use scoring criteria as a general guide for how many pages you devote to each section
- Always answer every question / address every issue
- Use all available pages
- Utilize attachments if at all possible (*timeline, support letters, etc.*)
- Follow all format directions (such as labeling sections/page numbering)
- Make it easy for the reviewer to read and score
- Have staff internally review and score
- Always PDF everything
- Always label clearly
- Do something different, interesting, and replicable
Questions