



The [U.S. Department of Justice](#), [Office of Justice Programs \(OJP\)](#), [Office for Victims of Crime \(OVC\)](#), is pleased to announce that it is seeking applications for funding under the Fiscal Year (FY) 2010 Victim Assistance Professional Development Fellowship Program. This program furthers the Department's mission by supporting the activities of up to six fellowship positions to assist OVC in its mission to advance victims' rights and services through training, technical assistance, and public awareness activities.

OVC FY 10 Victim Assistance Professional Development Fellowship Program

Eligibility

Applicants are limited to individuals; organizations are not eligible to apply. Applicants must demonstrate a specific ability and strong desire to support the technical assistance, training, and other educational needs of providers who respond to crime victims.

Deadline

Registration with OJP's Grants Management System (GMS) is required prior to application submission. (See "How to Apply," page 18)

All applications are due by 8:00 p.m. eastern time on April 27, 2010.
(See "Deadlines: Registration and Application," page 3)

Contact Information

For technical assistance with submitting the application, contact the Grants Management System Support Hotline at 1-888-549-9901, option 3, or via e-mail to GMSHelpDesk@usdoj.gov.

Note: The [GMS](#) Support Hotline hours of operation are Monday-Friday from 6:00 a.m. to midnight eastern time.

For assistance with any other requirement of this solicitation, contact Meg Morrow, Attorney Advisor, at 202-305-2986 or by e-mail at meg.morrow@usdoj.gov. (Applicants are strongly advised to contact Ms. Morrow before developing an application.)

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OVC FY 2010 Victim Assistance Professional Development Fellowship Program CFDA # 16.582

Overview

The mission of the Office for Victims of Crime (OVC) is to enhance the Nation's capacity to assist crime victims and to provide leadership in changing attitudes, policies, and practices to promote justice and healing for crime victims. OVC fulfills its mission, in part, through improving the skills, knowledge, and abilities of crime victim service providers and allied professionals who provide services and support for victims, or help to ensure that victims are aware of their rights and are able to exercise those rights. The cooperative agreements under the Fellowship Program are authorized by 42 U.S.C. 10603 (c)(1)(A) and (c)(3)(E), which authorizes funding for training, technical assistance, demonstration projects, and fellowships.

Deadlines: Registration and Application

Registration is required prior to submission. The deadline to register in GMS is 8:00 p.m. eastern time on April 20, 2010, and the deadline for applying for funding under this announcement is 8:00 p.m. eastern time on April 27, 2010. Please see the "How to Apply" section, pages 18–20, for more details.

Eligibility

Applicants must be individuals who demonstrate the financial and administrative capacity to manage the cooperative agreement, as well as the knowledge and skills to successfully execute the development of training, technical assistance, public awareness, and other informational resources to meet the needs of victim service providers and allied practitioners who serve crime victims. For the tribal fellowship only, OVC will favor applicants who can demonstrate experience relevant to the unique demands of working with tribal communities, including experience living or working in tribal communities or Indian Country.

Project-Specific Information

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

Award Amount: Up to \$135,000 per fellowships (depending on experience and salary history)

Background and Purpose: The Office for Victims of Crime is committed to enhancing the Nation's capacity to assist crime victims and provide leadership in changing attitudes, policies, and practices to promote justice and healing for all victims of crime. To support this mission, OVC is responsible for implementing several important pieces of federal legislation that are intended to advance victims' rights and services, as well as improving the skills, knowledge, and abilities of crime victim advocates, service providers, and allied professionals who are responsible for intervening on behalf of victim and witnesses. The four key pieces of federal

legislation that guide and direct OVC funding activities are: the 1982 Victim and Witness Protection Act at 18 U.S.C. 1501, as amended, that promotes rights and services for victims of crime within the federal system and serves as the foundation of the *Attorney General Guidelines for Victim and Witness Assistance*; the 1984 Victims of Crime Act (VOCA), as amended, at 42 U.S.C. 10601, that establishes the Crime Victims Fund and authorizes programs to support grants for victim compensation, victim assistance services, improvement of child abuse investigation and prosecution, as well as discretionary grants for training, technical assistance, demonstration projects, and program evaluation; Trafficking Victims Protection Act (TVPA) of 2000 at 22 U.S.C. 7101, as amended, that is intended to combat trafficking of persons through prevention, prosecution, enforcement, protection, and assistance to victims of trafficking; and, most recently, the Crime Victims' Rights Act of 2004 (CVRA) at 18 U.S.C. 3771, as amended, that is intended to protect federal crime victims' rights, including the following: the right to be protected from the accused; the right to be heard at any public proceeding involving the release, plea, or sentencing of the accused; the right to be treated with fairness and respect; the right to timely notice of any public proceeding involving the crime or any release or escape of the accused; the right to proceedings free from unreasonable delay; the right to confer with a government attorney; and, the right to full and timely restitution.

OVC is dedicated to helping organizations promote awareness of crime victims' rights and issues and providing appropriate and sensitive services to victims. Unfortunately, gaps occur in services for crime victims, in the promotion of awareness of crime victims' rights and services, and in other areas where there is great potential to help victims of crime. Sometimes these gaps are created because well-intentioned efforts by practitioners to serve victims may actually be inappropriate or ineffective if they do not understand the impact of crime on victims or if they lack understanding of crime victims' rights. Sometimes these gaps occur when programs and policymakers make funding decisions based upon data that is outdated. For non-violent crimes (such as identity theft, mortgage fraud, financial exploitation of elders, etc.), victims often report feeling they have been violated—a financial wounding—both of their personal information or finances and of their good name, and report feeling traumatized by the ordeal (especially when the crime involves someone they know or trusted). The victim services field should be better versed in the impact of crime on this group of underserved victims. In 2008, global victim trauma questions were added to the National Crime Victimization Survey (NCVS). The insight these questions will provide policymakers and the victim services field should create a neutral basis for comparison of victim impact across all crime types (violent and non-violent crime) and help inform resource allocation and staffing decisions that have previously been left to a determination based upon whether the crime was classified as violent vs. non-violent.

Some providers struggle with developing culturally and linguistically competent services and outreach protocols to tribal victims and other underserved victim populations, or with making these services accessible to victims. OVC addresses these gaps by its innovative work in the development of national scope evidence-based training and technical assistance that inform the efforts of practitioners who serve crime victims.

Serving crime victims in Indian Country presents daunting challenges. The high rate of crime in American Indian/Alaska Native (AI/AN) communities and villages is reflected in numerous studies, demonstrating the need for victim assistance programs to help victims cope with and heal from crime. Many rural, remote AI/AN communities are impoverished, isolated, and lack victim assistance services. Coordinating the appropriate response and services to crime victims in tribal communities is often challenging. Jurisdictional issues, lack of resources, and appropriate response protocols often hinder the delivery of services to tribal communities. The response for tribal victims in PL-280 states is often very different from those victims in non-PL-

280 states. Understanding these jurisdictional issues and developing appropriate responses can increase the level and quality of services to these victims.

Program Strategy:

OVC may support fellowships in the six categories listed directly below. Applicants must clearly indicate the topical area of the fellowship for which they are applying. Failure to do so will render the application nonresponsive and the application will not be reviewed. The topic area should be listed in box number 11 of the SF 424, in the project abstract, and in the project narrative.

Applicants may apply for more than one fellowship, but must submit a separate application for each fellowship. Applicants are advised that the overarching goal of these fellowships is to assist OVC in meeting the larger field's need for evidence-based training, technical assistance, and other resources in the identified topical areas. Enhancing the professional development of successful applicants is an important objective of the fellowship program, but activities and deliverables must conform to the solicitation parameters. Applicants who propose more narrowly focused fellowships that focus on their specific interests will not be considered responsive to this solicitation and will not be forwarded for peer review. **Additionally, please note that fellowship awards are not intended to support research or other academic work being pursued by an individual.**

The topical categories are the following:

- **Victim Assistance and Compensation:** Activities to support the development of training, technical assistance, and other information resources to assist OVC in providing support to its state and territorial formula grantees in the financial and programmatic administration of their OVC grants.
- **Tribal:** Activities to support OVC in the development of training, technical assistance, culturally and/or linguistically competent practices, protocols, and models to assist victim assistance organizations to provide coordinated, effective responses to crime victims in tribal communities.
- **Underserved Crime Victims:** Outreach activities to OVC's discretionary grantees and the larger victims' field in support of OVC's development and dissemination of culturally competent training, technical assistance, and evidence-based practices that build organizational and service provider capacity to serve crime victims, especially those in populations that are underserved or unserved.
- **Evidence-based Training and Technical Assistance:** Activities to support OVC in the development and implementation of an evidence-based methodology as part of a comprehensive and standardized training and technical assistance approach for the OVC Training and Technical Assistance Center (TTAC).
- **Federal and Military Victim Assistance:** Activities to support OVC's federal and military training and technical assistance initiatives to improve responses to victims of federal crime and victims who are associated with the military.
- **Financial Fraud and Non-Violent Crime:** Activities to support OVC's efforts to assess the needs and rights of vulnerable victims of financial fraud and other forms of serious yet non-violent crime (identity theft, medical/pharmaceutical fraud, mortgage fraud,

computer intrusions, international cyber crimes, etc.), and to develop a comprehensive victim assistance strategy that addresses gaps in traditional victim services

The fellowship recipients will work onsite at OVC in Washington, D.C., for 80 hours per each 2-week pay period for the duration of the fellowship. Fellowship award recipients will be allowed 15 days of annual leave and 13 days of sick leave during the 12-month period. Fellows will also be allowed paid time off for official federal holidays and other approved time off for federal employees. The fellowship recipient's performance will be monitored by a Victim Justice Program Specialist within the assigned division, with ultimate oversight by the Division Director. Workspace and equipment, including telephone, computer, office supplies, and Internet access, will be provided by OJP. Fellows must successfully complete an OJP security clearance before beginning the fellowship at OVC.

Definitions:

Underserved Crime Victim: For the purposes of this solicitation only, OVC defines "underserved crime victim" in very broad terms as a victim of a violent or other traumatic act (such as financial fraud) that is criminal in nature, as defined by state, tribal, military, or federal statute, who does not receive adequate services and support or who lacks understanding of, or access to, statutorily or constitutionally defined legal rights. The underlying factors driving the lack of services and support may be attributable to a number of factors, including, but not limited to, the following: age, race, ethnicity, religion, gender, disability, sexual preference, socio-economic status, or urban or rural location of the victim. Culturally competent services may simply be lacking in a community. In some instances, services are available but not accessible or are complicated by overlapping or complicated jurisdictional issues. Increasingly, the type of victimization may be so new that few resources exist to provide adequate services and support, such as legal immigration assistance for foreign national victims of human trafficking.

Evidence-Based Practice/Model/Program/Protocol: Defined as practices, models, programs, and/or protocols that have been shown, through rigorous evaluation and replication, to be effective at accomplishing goals and achieving victim assistance-related priorities, such as reducing the trauma of violent victimization or increasing victims' ability to participate in the criminal justice system. If sufficient evidence is not available for a program or practice to be evidence-based, then practitioners would use the research literature and a clear, well-articulated theory or conceptual framework to develop the program, practice, model, or protocol.

Goals, objectives, and deliverables: The overarching goal of the OVC Victim Assistance Professional Development Fellowship Program is to enhance the efforts of OVC to facilitate the development or enhancement of innovative programs, models, practices, and protocols that serve crime victims. A secondary goal is to foster the professional development of practitioners in the victim assistance field by providing them an opportunity to work closely with career and political federal staff, contractors, grantees, and a myriad of public and private organizations in Washington, D.C., and throughout the nation. OVC fellows will support OVC staff through the provision of direct operational assistance to crime victim organizations and agencies; the design and development of innovative initiatives and training programs; and assessment and capacity building efforts. OVC fellows will also be responsible for developing articles and speeches on specific topics covered in their fellowship category areas. Specific objectives, activities, and deliverables for each fellowship follow.

Section I. Victim Assistance and Compensation Fellowship

Objectives: The OVC Victim Assistance and Compensation Fellowship will assist OVC in enhancing its outreach and training and technical assistance activities to strengthen the ability of state agency grantees to effectively administer formula funding for crime victims' compensation and victim assistance programs in all states and several territories.

Activities:

- Participate in the planning and execution of a national training conference for the state VOCA administrators and other state agency staff who administer the VOCA formula funding, including serving as liaison with all OVC divisions to ensure relevant input and participation across OVC into the development of these vital conferences. OVC anticipates that the conferences, one for VOCA crime victim compensation administrators and another for VOCA victim assistance administrators, will be held in the last quarter of Fiscal Year 2010.
- Assist OJP/OVC staff in the development and provision of information, guidelines, and/or technical assistance to state agencies to assist them in the administration of grant funds, including the enhanced reporting requirements, awarded to states and territories during FY 2009 under the American Recovery and Reinvestment Act of 2009 (ARRA).
- Support OVC federal staff from the State Compensation and Assistance Division (SCAD) in the collection and analysis of performance measures and other programmatic and financial information provided by grantees and subgrantees for both VOCA and ARRA funding.
- Assist SCAD staff with research and technical writing related to the impact of VOCA formula funding on crime victims as well as the programs and practitioners who serve crime victims.
- Develop reports, speeches, and articles at the request of division and higher OVC management to support their efforts to raise understanding and awareness of VOCA, the ARRA, and the mission of SCAD and OVC.
- At the request of SCAD and/or OVC management, participate in internal and external stakeholder meetings, forums, and conferences for the purpose of providing information on OJP/OVC efforts to address crime victimization and services to underserved populations of crime victims.
- Participate in professional development and training activities in consultation with OVC management to enhance expertise related to the development of training, technical assistance, and informational resources to assist SCAD and its formula grantees in the effective execution of programmatic, financial, and administrative responsibilities related to these grants.
- Travel to support the execution of the above activities.

Deliverables:

- Reports, articles, and speeches related to the programmatic and financial administration of formula grant programs administered by OVC.
- Monthly reports for SCAD division manager and other OVC management that details activities and recommendations for OVC input into the design and execution of the VOCA state administrator conferences.
- Information, guidelines, and/or technical assistance focused on enhancing state grantee agencies' ability to administer formula funding awarded by OVC to more effectively meet the needs of crime victims and to adhere to financial and administrative requirements of federal grant funding.
- Quarterly financial and semi-annual progress reports.
- Site visit reports for all travel conducted in the execution of these fellowship grants.
- Final report to OJP/OVC on the fellowship project, including accomplishments, challenges, and recommendations for improving the fellowship program.

Section II. Tribal Fellowship

Objectives: The OVC Tribal Fellowship will support the development and institutionalization of evidence-based, culturally appropriate victim service protocols that integrate critical multidisciplinary and multijurisdictional collaborative responses to increase services and support to crime victims in tribal communities.

Activities:

- Work with staff from OVC, OJP, and other relevant federal agencies to collect, analyze, and summarize data outlining key findings on gaps and challenges in service provision for crime victims in Indian Country, including victims of child sexual abuse, sexual assault, elder abuse, gang violence, and families and other co-victims of homicide. The tribal fellow will work with OVC staff to develop a methodology for data collection and analysis during the first quarter of the fellowship. Methodology may include a literature review, focus groups, site visits, and findings/recommendations from OJP's current working group that is developing a strategy for evidence-based practices. Data collection, analysis, and summation will occur during the last three quarters of the fellowship. The findings will serve as the foundation for development and institutionalization of service protocols in the second and third years of the fellowship, if funded.
- Develop reports, speeches, and articles at the request of OJP/OVC management to support their efforts to address the challenges in serving crime victims in tribal communities.
- Assist OVC staff in the collection and analysis of performance measures and other programmatic information provided by grantees or subgrantees funded by OVC grants to

enhance the development of evidence-based protocols, programs, and practices that provide culturally competent services to victims in tribal communities.

- At the request of OVC management, participate in internal and external stakeholder meetings, forums, and conferences for the purpose of providing information on OJP/OVC efforts to address criminal victimization in Indian Country.
- Work with staff from the Federal Assistance Division and OVC to provide timely information to the field on the progress and results of the data collection supporting the ultimate development of service protocols.
- Work with staff from SCAD, representatives from tribal communities, and staff from state agencies that administer crime victim compensation to develop information and other resources that streamline and/or increase tribal victims' access to compensation benefits.
- Participate in professional development and training activities in consultation with OVC management to enhance expertise in the provision of culturally competent services and protocols in tribal communities.
- Travel to support the execution of the above activities.

Deliverables:

- Summary report on key findings on gaps and challenges in service provision in Indian Country to serve as the foundation for the development of effective, culturally appropriate, collaborative protocols for responses to victims in tribal communities.
- Reports, articles, and speeches related to crime victimization in Indian Country.
- Site visit reports for all travel conducted in the execution of these fellowship grants.
- Quarterly financial and semi-annual progress reports.
- Final report to OJP/OVC on the fellowship project, including accomplishments, challenges, and recommendations for improving the fellowship program.

Section III. Underserved Crime Victims Fellowship

Objectives: The OVC Underserved Crime Victims Fellowship will support the work of OVC's Program Development and Dissemination Division (PDDD) with discretionary grantees to develop evidence-based training, technical assistance, and models for programs and practices that build organizational and service provider capacity to serve crime victims; especially those in populations that are underserved.

Activities:

- Assist PDDD and other OVC program staff and the OVC Training and Technical Assistance Center (TTAC) with activities designed to assess the technical assistance, training, and capacity-building needs of victim service providers and allied practitioners.
- Work closely with PDDD and other OVC staff, other OVC fellows, and OVC TTAC to support efforts to design and administer OVC-funded training and technical assistance projects and initiatives, including initiatives that enhance the organizational capacity to identify, reach, and serve crime victims that present challenges for providers in providing culturally competent, evidence-based, readily accessible services.
- Work with staff of all OVC divisions and OVC TTAC to develop and execute an OVC discretionary grantees' meeting in the fall of 2010.
- Assume lead responsibility for the development and quarterly dissemination of an electronic newsletter for OVC discretionary grantees that provides information and resources to assist them with the programmatic, administrative, and financial responsibilities of their federally funded projects.
- Develop reports, speeches, and articles at the request of OJP/OVC management to support their efforts on OVC's training, technical assistance, and capacity-building initiatives that support the expansion of evidence-based resources for the crime victims field.
- Assist PDDD staff in the collection and analysis of performance measures and other programmatic information provided by OVC grantees or subgrantees that develop training, technical assistance, and other resources that enhance crime victims' access to rights and services.
- Work in close consultation with PDDD staff to develop information and technical assistance resources to support the ability of grantees funded under ARRA to successfully execute the programmatic, reporting, and other administrative and financial requirements of their federally funded projects.
- At the request of OVC management, participate in internal and external stakeholder meetings, forums, and conferences for the purpose of providing information on OJP/OVC efforts to address crime victimization and the corresponding gaps in provider resources and capacity to reach the underserved.
- Participate in professional development and training activities in consultation with OVC management to enhance expertise related to the needs of crime victims and the implementation of crime victims' rights laws, including the CVRA.
- Travel to support the execution of the above activities.

Deliverables:

- Three to four quarterly electronic newsletters for discretionary grantees.

- Reports, articles, and speeches related to training, technical assistance, and capacity-building needs of the crime victims' field and the OJP/OVC initiatives that address these needs.
- Quarterly financial and semi-annual progress reports.
- Site visit reports for all travel conducted in the execution of these fellowship grants.
- Final report to OJP/OVC on the fellowship project, including accomplishments, challenges, and recommendations for improving the fellowship program.

Section IV. Evidence-Based Training and Technical Assistance Fellowship

Objectives: The OVC Evidence-Based Training and Technical Assistance Fellowship will assist federal employees in OVC's National Training and Resource Division (NTR) to work with OVC contractors, including OVC TTAC, to assess the training and technical needs of practitioners and organizations that serve crime victims to inform the development of a national, evidence-based training and technical assistance strategy for OVC.

Activities:

- Assist OVC federal staff and TTAC contractors to conduct a review and assessment of existing training and technical assistance resources in OVC, OVC TTAC, OJP, and other relevant sources.
- Coordinate a multidisciplinary focus group for current OVC discretionary grantees that are developing training and technical assistance to assess the goals and outcome measures proposed for the new national-scope training and technical assistance projects, and provide a venue for discussion among the grantees and OVC to inform the OVC national training strategy.
- Support OVC federal staff and TTAC contractors with the collection, analysis, and interpretation of data from an OVC National Needs Assessment Survey of victim service providers to integrate information from that survey into OVC TTAC's national training strategy.
- Further support the development of OVC TTAC's national training strategy to ensure that it is evidence-based and includes outcome measures that will demonstrate effectiveness.
- Develop reports, speeches, and articles at the request of OJP/OVC management to support their efforts on OVC's training, technical assistance, and capacity-building initiatives.
- Collaborate with program specialists from PDDD and its discretionary grantees, as well as staff and fellows from other divisions within OVC, to integrate data from those projects with OVC TTAC's national training strategy to address emergent and intransigent victim service issues related to underserved populations of crime victims.

- Under the guidance of the NTR division director, work with OVC, OVC TTAC, and other OJP entities to conceptualize an online training and technical assistance toolkit to serve as a resource guide for victim service provider organizations in assessing and addressing their organizational training and technical assistance needs.
- At the request of OVC management, participate in internal and external stakeholder meetings, forums, conferences, and other initiatives related to training and technical assistance for the crime victims' field.
- Participate in professional development and training activities in consultation with OVC management to enhance expertise related to the development of an evidence-based national training strategy that is integrated with OVC TTAC operations and with the work of PDDD and its discretionary grantees and other divisions within OVC.
- Travel to support the execution of the above activities.

Deliverables:

- Final multidisciplinary focus group report detailing findings and recommendations.
- Compilation report of all training and technical assistance resources reviewed and assessed and the data analysis used to inform the development of an evidence-based training strategy for OVC TTAC.
- Site visit reports for all travel conducted in the execution of these fellowship grants.
- Reports, articles, and speeches related to OVC training and technical assistance, as requested by OVC management.
- Quarterly financial and semi-annual progress reports.
- Final report to OJP/OVC on the fellowship project, including accomplishments, challenges, and recommendations for improving the fellowship program.

Section V. Federal and Military Victim Assistance Fellowship

Objectives: The OVC Federal and Military Victim Assistance Fellowship will work with federal employees within the Federal Assistance Division (FAD) and across all OVC divisions to assist in the development and coordination of federal and military victim assistance (FMVA) resources and training. Under the guidance of a program specialist, the grantee will work with victim assistance programs (VAP) in federal agencies (Executive Office for the United States Attorneys, Federal Bureau of Investigation, United States Postal Inspection Services, Department of Homeland Security—Immigration and Customs Enforcement, military, Internal Revenue Service, etc.), and with OJP offices and initiatives to promote the development of FMVA programs and disseminate resources and promising practices.

Activities:

- Support OVC coordination of the Federal Liaison Working Group (FLWG) that focuses on the development of an evidence-based training strategy. Each federal and military victim assistance program assigns a liaison to work with OVC to develop and enhance its work, meeting on a quarterly and sometimes monthly basis. The fellow will support the work of OVC and other federal and military staff to develop agendas, schedule and coordinate meetings, and draft documents to be distributed to participants.
- Work with the federal and military staff to identify the training, staffing, and funding resources and needs of their agencies to assist OVC TTAC in developing and executing a needs assessment of federal and military agency training, technical assistance, and resource gaps and priorities.
- Work across OVC divisions and with the federal and military agencies to develop a draft strategy for collecting and centralizing evidence-based information, resources, and training materials for the federal liaison that is aligned with OJP's strategy for assessing and promulgating evidence-based practices, models, and other resources.
- Assist OVC staff in developing an agenda for a National Symposium on Victims of Federal Crime to provide state-of-the-art training for federal and military practitioners who work with crime victims.
- Work with OVC's National Training and Resources Division, as well as staff from FAD and FLWG to modify OVC's Online Victim Assistance Training (VAT) module to focus on the training needs of practitioners within federal and military agencies.
- In close coordination with FLWG, summarize each agency's resources and describe promising practices used by the agency in developing their programs. Draft concise fact sheets on each of the agencies.
- Draft quarterly e-mails for federal and military agency liaisons with information on emerging issues, available training, and other types of resources identified by FLWG.
- At the request of OVC management, conduct site visits to assist in the assessment of projects or initiatives that are developing promising practices, models, or resources that improve the federal or military response to crime victims.
- At the request of OVC management, participate in internal and external stakeholder meetings, forums, workshops, and other initiatives related to federal agency victim assistance programs.
- Participate in professional development and training activities in consultation with OVC management to enhance expertise related to the development of an evidence-based national training strategy that is integrated with OVC TTAC operations and with the work of PDDD and its discretionary grantees and other divisions within OVC.
- Develop reports, speeches, and articles at the request of OJP/OVC management and FAD staff to support their efforts to address the challenges and successes in serving crime victims in federal and military agencies.

- Travel to support the execution of the above activities.

Deliverables:

- Agendas and draft meeting summaries for FLWG meetings.
- Draft FMVA strategy for collecting and centralizing evidence-based information, resources, and training materials.
- Draft FMVA Program Fact Sheets (1–2 page summaries of each relevant agency victim assistance program).
- Quarterly e-mails to federal agency liaisons with information on resources.
- Site visit reports for all travel conducted in the execution of these fellowship grants.
- Reports, articles, and speeches related to OVC training and technical assistance, as requested by OVC management.
- Quarterly financial and semi-annual progress reports.
- Final report to OJP/OVC on the fellowship project, including accomplishments, challenges, and recommendations for improving the fellowship program.

Section VI. Financial Fraud and Non-Violent Crimes Fellowship

Objectives: The OVC Financial and Non-Violent Crimes Fellowship will work within the Administration Division and across all OVC divisions to assess the needs and rights of vulnerable victims of financial fraud and other forms of serious yet non-violent crime (identity theft, medical/pharmaceutical fraud, mortgage fraud, computer intrusions, international cyber crimes, etc.), to develop a comprehensive victim assistance strategy that addresses gaps in traditional victim services and develops model practice recommendations for this large, yet underserved victim population.

Activities:

- Under the guidance of the Administration Division, work with OVC, other OJP offices and initiatives (e.g., Bureau of Justice Statistics, Bureau of Justice Assistance, Community Capacity Development Office, OJP's Working Group on Identity Theft, DOJ's Criminal Division), as well as other federal offices and agencies (e.g., U.S. Postal Inspection Service, Internal Revenue Service, Immigration and Customs Enforcement, Federal Bureau of Investigation, Federal Trade Commission, Bureau of Indian Affairs, Health and Human Services), to include victim program needs into existing and new financial fraud victim programs and services developed by these agencies, offices, and bureaus.
- Help OVC staff to conduct a comprehensive review and assessment of existing VOCA-funded victim assistance programs that address victims' rights and the needs of victims of financial fraud and other non-violent crimes at the federal, state, tribal, and local levels.

- Support OVC federal staff with the review of data analysis from the National Crime Victimization Survey (NCVS) dealing with the impact of crime on victims of identity theft as compared to victims of other types of crimes.
- As a result of the information from the NCVS and other assessment efforts, draft an outline for a proposed OVC report for publication on the impact of crime on victims of financial fraud and other forms of serious yet non-violent crime, the gaps in victim services to address their critical needs, and any model practices to inform the delivery of services to these victim populations.
- Support OVC federal staff with the collection, analysis, and interpretation of data from the OVC Needs Assessment Survey of victim service providers to integrate information related to financial fraud and other forms of serious yet non-violent crimes from the Needs Assessment Survey into OVC's program and training strategies, including OVC's Symposium for Federal Victim Service Providers.
- Work collaboratively with PDDD staff and OVC management in the identification of programs, research, publications, and resource materials that would enhance stakeholder meetings, forums, demonstration projects, and other program initiatives (including a brown bag luncheon series on emerging or topical victim issues) related to the needs of unserved victims of financial fraud and other forms of serious yet non-violent crimes.
- Work collaboratively with OVC grantees (e.g., National Crime Victim Law Institute) to identify common characteristics of financial crimes and scams committed overseas, and develop effective responses to ensure enforcement of victims' rights for this population and reduce the impact of these crimes on future victims of these types of international scams.
- At the request of OJP/OVC management, develop reports, speeches, and articles to support efforts to educate the victim services community about the rights and needs of fraud victims.
- At the request of OVC management, participate in internal and external stakeholder meetings, forums, workshops, and other initiatives related to educating the crime victims' field about the rights, needs, and gaps in services to victims of identity theft, cyber crime, and elder exploitation.
- Participate in professional development and training activities in consultation with OVC management to enhance expertise related to the development of an evidence-based national training strategy that is integrated with OVC TTAC operations and with the work of the PDDD and its discretionary grantees and other divisions within OVC.
- Travel to support the execution of the above activities.

Deliverables:

- Site visit reports for all travel conducted in the execution of these fellowship grants.

- Draft outline for a proposed OVC report on the impact of crime on victims of financial fraud and other forms of serious yet non-violent crime, and the gaps in traditional victim assistance services to address their critical needs.
- Other reports, articles, and speeches related to financial fraud and other forms of serious yet non-violent crimes, particularly as they relate to vulnerable victims, as requested by OVC management.
- Quarterly financial and semi-annual progress reports.
- Final report to OJP/OVC on the fellowship project, including accomplishments, challenges, and recommendations for improving the fellowship program.

General guidance on funding information for each particular announcement: All awards are subject to the availability of appropriated funds and any modifications or additional requirements that may be imposed by law.

Match Requirement: No match is required under this solicitation.

Budget Information

Limitation on Use of Award Funds for Employee Compensation; Waiver: No portion of any award of more than \$250,000 made under this solicitation may be used to pay total cash compensation (salary plus bonuses) to any employee of the award recipient at a rate that exceeds 110% of the maximum annual salary payable to a member of the Federal Government's Senior Executive Service (SES) at an agency with a Certified SES Performance Appraisal System for that year. (The 2009 salary table for SES employees is available at www.opm.gov/oca/10tables/indexSES.asp.) Note: A recipient may compensate an employee at a higher rate, provided the amount in excess of this compensation limitation is paid with non-federal funds. (Any such additional compensation will not be considered matching funds where match requirements apply.)

The limitation on compensation rates allowable under an award may be waived on an individual basis at the discretion of the Assistant Attorney General (AAG) for the Office of Justice Programs. An applicant that wishes to request a waiver must include a detailed justification in the budget narrative of its application. Unless the applicant submits a waiver request and justification with the application, the applicant should anticipate that OJP will request that the applicant adjust and resubmit their budget.

The justification should include: the particular qualifications and expertise of the individual, the uniqueness of the service being provided, the individual's specific knowledge of the program or project being undertaken with award funds, and a statement explaining that the individual's salary is commensurate with the regular and customary rate for an individual with his/her qualifications and expertise, and for the work that is to be done.

Performance Measures

To assist in fulfilling the Department's responsibilities under the Government Performance and Results Act (GPRA), P.L. 103-62, applicants who receive funding under this solicitation must provide data that measures the results of their work. **Additionally, applicants must discuss in**

their application their methods for collecting data for performance measures. Please refer to “What an Application Must Include” (below), for additional information on applicant responsibilities for collecting and reporting data. Performance measures for this solicitation are as follows:

Objective	Catalog ID	Performance Measures	Data Grantee Provides
<p>The purpose of the cooperative agreement is to enhance the efforts of OVC to facilitate the development or enhancement of innovative programs that serve crime victims and to foster the professional development of practitioners by working onsite within OVC.</p>		<p>Number of training and technical assistance trainings on the needs of the crime victims’ field conducted.</p> <p>Number of training, technical assistance, and educational materials developed and disseminated for victim service providers.</p> <p>Number of enhancements to direct services recommended for the victim assistance field.</p> <p>Number of public awareness initiatives developed or enhanced.</p> <p>Number of speeches, articles, reports, Web-based products, and public awareness and education activities disseminated on specific areas of crime victimization.</p> <p>Number of recommendations provided</p>	<p>Number of training and technical assistance trainings on the needs of the crime victims’ field conducted.</p> <p>Number of training, technical assistance, and educational materials developed for victim service providers.</p> <p>Number of training and technical assistance and educational materials disseminated for victim services providers.</p> <p>Number of enhancements to direct services recommended for the victim assistance field.</p> <p>Number of public awareness and/or education initiatives developed.</p> <p>Number of public awareness and/or education initiatives enhanced.</p> <p>Number of speeches, articles, reports, Web-based products, and public awareness and education activities disseminated to the crime victims’ field.</p> <p>Number of recommendations</p>

		to OVC management on potential areas of expansion and improvement that enhance the OVC Fellowship Program.	<p>provided to OVC management on potential areas of expansion and improvement that enhance the OVC Fellowship Program.</p> <p>Quarterly financial reports and semi-annual progress reports.</p> <p>Final report that provides a comprehensive overview of the OVC Fellowship Program with recommendations to address expanding and improving the program.</p>
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How to Apply

Applications will be submitted through OJP's Grants Management System ([GMS](#)). [GMS](#) is a Web-based, data-driven computer application that provides cradle to grave support for the application, award, and management of grants at OJP. Applicants should begin the process immediately to meet the GMS registration deadline, especially if this is the first time they have used the system. Complete instructions on how to register and submit an application in GMS can be found at www.ojp.usdoj.gov/gmscbt/. If you experience technical difficulties at any point during this process, please e-mail GMSHelpDesk@usdoj.gov or call 1-888-549-9901 (option 3), Monday-Friday from 6:00 a.m. to midnight eastern time. OJP highly recommends starting the registration process as early as possible to prevent delays in the application submission by the specified deadline.

All applicants are required to complete the following six steps:

1. **Acquire a DUNS number.** A DUNS number is required to submit an application in GMS. The Office of Management and Budget requires that all businesses and nonprofit applicants for federal funds include a DUNS (Data Universal Numbering System) number in their application for a new award or renewal of an existing award. A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and keeping track of entities receiving federal funds. The identifier is used for tracking purposes and to validate address and point of contact information for federal assistance applicants, recipients, and subrecipients. The DUNS number will be used throughout the grant life cycle. Obtaining a DUNS number is a free, one-time activity. Obtain a DUNS number by calling 1-866-705-5711 or by applying online at www.dnb.com. Individuals are exempt from this requirement.
2. **Acquire or renew registration with the Central Contractor Registration (CCR) database.** CCR registration is required to receive funding. OJP requires that all applicants (other than individuals) for federal financial assistance maintain current registrations in the CCR database. The CCR database is the repository for standard

information about federal financial assistance applicants, recipients, and subrecipients. Organizations that have previously submitted applications via Grants.gov are already registered with CCR, as it is a requirement for Grants.gov registration. Please note, however, that applicants must update or renew their CCR registration at least once per year to maintain an active status. Information about CCR registration procedures can be accessed at www.ccr.gov.

3. **Acquire a GMS username and password.** If you are a new user, please create a GMS profile by selecting the first time user link under the sign-in box of the [GMS](#) home page. For more information on how to register in GMS, go to www.ojp.usdoj.gov/gmscbt/.
4. **Search for the funding opportunity on GMS.** After you log in to GMS or complete your GMS profile for your username and password, go to the Funding Opportunities link on the left-hand side of the page. Please select Office for Victims of Crime and the OVC FY 10 Victim Assistance Fellowship Program.
5. **Select the Apply Online button associated with the solicitation title.** The search results from step 4 will display the solicitation title along with the registration and application deadlines for this funding opportunity. Please select the Apply Online button in the Action column to create an application in the system.
6. **Submit an application addressing all of the requirements outlined in this solicitation by following the directions in GMS.** Once submitted, GMS will display a confirmation screen stating your submission was successful. **Important:** You are urged to submit your application at least 72 hours prior to the due date of the application.

Note: OJP's Grants Management System (GMS) does not accept executable file types as application attachments. These disallowed file types include, but are not limited to, the following extensions: ".com," ".bat," ".exe," ".vbs," ".cfg," ".dat," ".db," ".dbf," ".dll," ".ini," ".log," ".ora," ".sys," and ".zip."

Experiencing Unforeseen GMS Technical Issues

If you experience unforeseen GMS technical issues beyond your control which prevent you from submitting your application by the deadline, you must contact OVC staff **within 24 hours after the deadline** and request approval to submit your application. At that time, OVC staff will require you to e-mail the complete grant application, your DUNS number, and a GMS Help Desk tracking number(s). After the program office reviews all of the information submitted and contacts the GMS Helpdesk to validate the technical issues you reported, OJP will contact you to either approve or deny your request to submit a late application. If the technical issues you reported cannot be validated, your application will be rejected as untimely.

To ensure a fair competition for limited discretionary funds, the following conditions are not valid reasons to permit late submissions: (1) failure to begin the registration process in sufficient time; (2) failure to follow GMS instructions on how to register and apply as posted on its Web site; (3) failure to follow all of the instructions in the OJP solicitation; and (4) technical issues experienced with the applicant's computer or information technology (IT) environment.

Notifications regarding known technical problems with GMS are posted on the OJP funding Web page, www.ojp.usdoj.gov/funding/solicitations.htm.

What an Application Must Include

OJP strongly recommends use of appropriately descriptive file names (e.g., “Program Narrative,” “Budget and Budget Narrative,” “Timelines,” “Memoranda of Understanding,” “Resumes”) for all required attachments. Where resumes are required, OJP recommends that all resumes be included in a single file.

Standard Form 424

Please see www.grants.gov/assets/SF424Instructions.pdf for instructions on how to complete your SF424. When selecting "type of applicant," if the applicant is a for-profit entity, please select "For-Profit Organization" or "Small Business" (as applicable) in the Type of Applicant 1 data field. For-profit applicants also may select additional applicable categories (e.g., "Private Institution of Higher Education").

Program Narrative

The program narrative should not exceed 20 doubled-spaced pages in 12-point font with 1-inch margins and must include 6 separate sections—Project Abstract; Problem Statement; Project Goals and Objectives; Project Design/Implementation Plan; Professional Capability and Project Management; and Plans for Measuring Progress and Outcomes. See additional descriptions of these categories on page 22 of the solicitation under “Selection Criteria.”

Budget and Budget Narrative

The applicant is required to complete the Budget Detail Worksheet (the final page being a budget summary) and a budget narrative. The budget narrative justifies each budget item that was identified in the Budget Detail Worksheet and explains how each item relates to project activities. The budget narrative should be clear and consistent with all costs proposed in the Budget Detail Worksheet. For example, the narrative should explain how fringe benefits were calculated, how travel costs were estimated, or why particular equipment or supplies must be purchased. Note: Total costs specified in the Budget Detail Worksheet and in the budget narrative must match the total amount of line 15.g of the SF 424.

A sample budget detail worksheet can be found at www.ojp.gov/funding/forms/budget_detail.pdf. If you submit a different format, you must include the budget categories as listed in the sample budget worksheet.

Please see the OJP Financial Guide for questions pertaining to budget including allowable and unallowable costs at www.ojp.gov/financialguide/index.htm.

When completing both the Budget Detail Worksheet and budget narrative, applicants must consider the following:

- Expenses that are **allowable** under this solicitation include the following:
 - (1) Personnel (salary) located in section A of the Budget Detail Worksheet. If the application is selected for an award, applicants will be required to provide a copy of their last two federal tax returns as documentation of salary or consulting income history as part of the initial financial review. OVC will pay salaries ranging from \$40,000 to \$95,000 depending on education, experience, and salary history. No exceptions to the salary ceiling of \$95,000 will be granted. Benefits are not included as part of salary.

- (2) Fringe Benefits located in section B of the Budget Detail Worksheet may include life, health, and disability insurance; state workers' compensation; retirement plan; FICA (the employer match of 7.65% of salary only); and a public transportation stipend that does not exceed \$230.00 monthly (based on actual expenses). Applicants must clearly identify which benefits they are requesting and the actual calculations. For example, if the individual is requesting health insurance, the applicant should indicate the amount paid monthly and multiply by twelve to get the annual expense.
 - (3) Travel will involve site visits with other OVC or OJP staff, attendance of conferences and meetings (both local and outside of the Metro Washington, D.C. area), and participation in training and professional development training. Applicants should budget for 8 trips of \$1,500 each, totaling \$12,000, with the notation that date, location, and nature of travel will be determined in consultation with OVC management after the award is made. The applicant should include in the budget narrative a notation that travel costs such as per diem and lodging will not exceed the federal guidelines. Travel expenses should be listed in section C of the Budget Detail Worksheet.
 - (4) Supplies (located in section E of the Budget Detail Worksheet) may include expenses to cover professional reference materials and resources relating to the fellowship activities (not to exceed \$500) and business cards (not to exceed \$30).
 - (5) Other Costs (section H of the Budget Detail Worksheet) may include costs of a cell phone and Blackberry to maintain communication with OVC staff, and expenses associated with professional development and training relating to the OVC project(s). Fees for up to 4 trainings at up to \$1,000 each should be included. Note: most training opportunities will be in the Washington, D.C., Metro area; however, final decisions will be made in consultation with OVC management. Applicants should identify the type of training that they believe would be most helpful to them in carrying out fellowship activities.
- Expenses that are **not allowable** under this solicitation are the following:
 - (1) Equipment (section D of the Budget Detail Worksheet), such as costs for laptops or other equipment that will be supplied by OVC.
 - (2) International travel.
 - (3) Moving expenses.

Impact/Outcomes and Evaluation/ Description of the Applicant's Plan for the Collection of the Data Required for Performance Measures

Certifications

Required Attachments:

- (1) Resume
- (2) Minimum of three, but no more than five, professional and/or academic references
- (3) List of financial and/or professional affiliations
- (4) Academic transcripts to document level of post-secondary education

Other Attachments

Additional attachments are optional and may include items such as certifications of key training or writing samples.

Selection Criteria

Project Abstract and Problem Statement (10%). The application should include a 1-page summary (Project Abstract) that clearly describes the title/topic of the fellowship that the applicant is applying for, activities that will be implemented, and materials that will be developed to achieve the project's goals and objectives, methods, and outcomes. The Problem Statement must describe the need for the project and provide a clear statement of how funding will support the project's value to the victims' field.

Project Goals and Objectives (10%). The applicant must specify the goals and objectives of the specific fellowship for which they are applying. The objectives should be measurable and relate directly to the issues described in the problem statement. The goals should state the overall purpose of what is to be accomplished. The objectives should describe the steps necessary to reach the goals or how the goals will be accomplished. The application should clearly describe how funding will support the overall success of the project.

Project (Fellowship Program) Design and Implementation Plan (20%). The project design and implementation plan must describe the fellowship objectives and activities and discuss how the strategy will address the identified problems and support the goals and objectives. It must include a time-task plan that clearly identifies objectives, major activities, and deliverables. The time-task plan presented in chart form will not be included as part of the 12-page narrative limitation. The time-task plan also must provide for the submission of required quarterly financial status reports and semi-annual progress reports. Fellows must attend one Regional Financial Management Training Seminar in Washington, D.C., sponsored by OJP's Office of the Chief Financial Officer (OCFO) for grantees. Specific information, such as dates and locations of upcoming OCFO events, can be found at <https://www.circlesolutions.com/ocfo-rfmts/>.

Professional Capability/Competencies and Project Management (30%): Applications must include a clear description of the applicant's academic and professional expertise in the subject matter areas of specialization of the fellowship, as well as the applicant's unique qualifications that will enable them to fulfill the grant responsibilities. Applicants should demonstrate that they possess the flexibility, skills, and temperament to operate in a fast-moving environment on multiple activities, sometimes with very short turnaround time. Applicants should document their ability to work collegially and collaboratively as a member of a team or teams across divisions, offices, agencies, and practitioners in the field. The applicant must demonstrate sufficient subject matter and project management expertise and other necessary skills, such as technical writing and technological proficiency with specific software programs, to perform crucial functions of the specific fellowship. Resumes should be attached to the narrative to support this

section and should include all employment and volunteer experience. Resumes should provide contact information for previous supervisors and indicate whether or not the supervisor can be contacted. All required attachments (see below) must be included to document experience and capability; optional attachments may be used to document specific skills that will assist in the successful completion of the fellowship project.

Budget (15%). OVC and OJP staff will examine the identified project budget to ensure that all expenses are allowable and necessary for the completion of the fellowship and comport with the requirements of the [OJP Financial Guide](#). Applications that exceed the \$135,000 limitation for this solicitation will be considered nonresponsive and will not be reviewed. Applications that request more than \$95,000 for salary (figure does not include benefits) will be considered nonresponsive to the application. While the use of the Budget Detail Form is not required, applicants must follow the format of the Budget Detail Form and include all requested information that is relevant to the execution of the fellowship grant. Applicants should ensure that all expenses listed are allowable as outlined on page 16 of this solicitation and the OJP Financial Guide.

Plans for Measuring Progress and Outcomes (15%). Evaluation is critical to ensure that each OVC project is operating as designed and achieving its goals and objectives. Accordingly, each applicant must provide a plan to assess the fellowship's effectiveness and to evaluate the accomplishment of project goals and objectives. Applicants should describe how they will assess performance in attaining the outcomes identified for the project. Goals and objectives must be clearly stated; links must be established between program activities and objectives; and performance measures must be identified. Performance measures will address a mix of immediate and intermediate outcomes and, as appropriate and feasible, information on long-term impact.

Program Attachments file must include the following materials:

Resumes (required). Resumes should include all employment and volunteer experience and relevant academic work. Resumes should provide contact information for previous supervisors and indicate whether or not the applicant authorizes OVC staff to contact the supervisor to verify work experience. **The resumes must include salaries for all paid positions that are listed.**

Academic Transcripts (required for all post-secondary education—certified copies are not required to be submitted with this application, but OVC reserves the right to request certified copies of transcripts before making the grant award.)

Professional and/or Academic References—at least three and no more than five must be submitted.

List of professional and financial affiliations (required).

Other attachments as needed (if applicable, such as writing samples or training certifications). Total number of pages for other (non-required) attachments should not exceed 20 pages.

Review Process

OJP is committed to ensuring a fair and open process for awarding grants. OVC reviews the application to make sure that the information presented is reasonable, understandable,

measurable, and achievable, as well as consistent with basic minimum program or legislative requirements as stated in the solicitation (including, but not limited to, requirements as to timeliness, proper format, and responsiveness to the scope of the solicitation).

Peer reviewers will review the applications submitted under this solicitation that meet basic minimum requirements. OVC may use either internal peer reviewers, external peer reviewers, or a combination to review the applications under this solicitation. An external peer reviewer is an expert in the field of the subject matter of a given solicitation who is NOT a current U.S. Department of Justice employee. An internal reviewer is a current U.S. Department of Justice employee who is well-versed or has expertise in the subject matter of this solicitation. Eligible applications will be evaluated, scored, and rated by a peer review panel. Peer reviewers' ratings and any resulting recommendations are advisory only. In addition to peer review ratings, considerations for award recommendations and decisions may include, but are not limited to, underserved populations, strategic priorities, past performance, and available funding.

The OCFO, in consultation with OVC, conducts a financial review of applications for potential discretionary awards and cooperative agreements to evaluate the fiscal integrity and financial capability of applicants; examines proposed costs to determine if the budget and budget narrative accurately explain project costs; and determines whether costs are reasonable, necessary, and allowable under applicable federal cost principles and agency regulations.

Absent explicit statutory authorization or written delegation of authority to the contrary, all final grant award decisions will be made by the Assistant Attorney General, who may also give consideration to factors including, but not limited to, underserved populations, geographic diversity, strategic priorities, past performance, and available funding when making awards.

Additional Requirements

Applicants selected for awards must agree to comply with additional legal requirements upon acceptance of an award. We strongly encourage you to review the information pertaining to these additional requirements prior to submitting your application. Additional information for each can be found at www.ojp.usdoj.gov/funding/other_requirements.htm.

- Civil Rights Compliance
- Faith-Based and Other Community Organizations
- Confidentiality and Human Subjects Protection (if applicable)
- Anti-Lobbying Act
- Financial and Government Audit Requirements
- National Environmental Policy Act (NEPA) (if applicable)
- DOJ Information Technology Standards (if applicable)
- Single Point of Contact Review

- Nonsupplanting of State or Local Funds
- Criminal Penalty for False Statements
- Compliance with [Office of Justice Programs Financial Guide](#)
- Suspension or Termination of Funding
- Nonprofit Organizations
- For-Profit Organizations
- Government Performance and Results Act (GPRA)
- Rights in Intellectual Property
- Federal Funding Accountability and Transparency Act (FFATA) of 2006
- Awards in excess of \$5,000,000—federal taxes certification requirement

Application Checklist
OVC FY 2010 Victim Assistance Professional Development Fellowship Program

This application checklist has been created to aid you in developing your application. If any of the items listed below are missing, the application may not move forward for review.

Eligibility

_____ Applicants are limited to individuals; organizations are not eligible to apply.

The Federal Request is within allowable limits [\$135,000]:

The application contains:

- _____ Statement of the Problem/Program
- _____ Project Design and Implementation
- _____ Capabilities/Competencies
- _____ Budget Narrative
- _____ Budget Detail Worksheet
- _____ Impact/Outcomes and Evaluation/Plan for Collecting Data for Performance Measures

Program Narrative/Abstract Format:

- _____ Double-spaced
- _____ 12-point standard font
- _____ 1" standard margins
- _____ Narrative is 20 pages or less

Other Required Components:

- _____ Standard 424 Form (that lists the name of the topical Fellowship)
- _____ Program Narrative indicates application category
- _____ Project timeline
- _____ Letters of support
- _____ Resume (including salary history)
- _____ Academic transcripts
- _____ Professional and/or academic references
- _____ List of professional and financial affiliations

Other attachments as needed (if applicable, such as writing samples or training certifications). Total number of pages for other (non-required) attachments should not exceed 20 pages.