



The [U.S. Department of Justice](#) (DOJ), [Office of Justice Programs](#) (OJP), [Office of Juvenile Justice and Delinquency Prevention](#) (OJJDP) is pleased to announce that it is seeking applications for OJJDP's FY 2012 Mentoring Enhancement Demonstration Program. This program furthers the Department's mission by supporting evidence-based enhancements to improve the effectiveness of mentoring programs and reduce risk factors for juvenile delinquency.

OJJDP FY 2012 Mentoring Enhancement Demonstration Program

Eligibility

Eligible applicants are limited to states (including territories), units of local government (including federally recognized tribal governments, as determined by the Secretary of the Interior), nonprofit and for-profit organizations (including tribal nonprofit and for-profit organizations), and institutions of higher education (including tribal institutions of higher education). For-profit organizations must agree to forgo any profit or management fee. (See Eligibility, page 3.)

OJJDP may elect to make awards for applications submitted under this solicitation in future fiscal years, dependent on the merit of the applications and on the availability of appropriations in future years.

Deadline

Applicants must register with [Grants.gov](#) prior to submitting an application. (See How To Apply, page 13.) All applications are due by 11:59 p.m. eastern time on May 14, 2012. (See Deadlines: Registration and Application, page 3.)

Contact Information

For technical assistance with submitting an application, contact the Grants.gov Customer Support Hotline at **800-518-4726**, **606-545-5035**, or via e-mail to support@grants.gov.
Note: Hotline hours of operation are 24 hours a day, 7 days a week, except federal holidays.

For assistance with any other requirements of this solicitation, contact the Justice Information Center (JIC) at 1-877-927-5657, via e-mail to JIC@telesishq.com, or by [live Web chat](#). JIC hours of operation are 8:30 a.m. to 5:00 p.m. eastern time, Monday through Friday, and 8:30 a.m. to 8:00 p.m. eastern time on the solicitation close date.

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OJJDP FY 2012 Mentoring Enhancement Demonstration Program (CFDA #16.726)

Overview

This demonstration program will support collaborations of qualified, established mentoring program sites that enhance (1) the matching of youth and mentors based on needs, skills, experiences, and interests; (2) initial and ongoing training for mentors, and (3) ongoing mentor support. The program aims to improve the effectiveness of mentoring through the systematic implementation of advocacy or teaching functions into mentors' roles. This program is authorized by the Department of Justice Appropriations Act, 2012, Pub. L. No. 112-55, 125 Stat. 552,617.

Deadlines: Registration and Application

Applicants must register with Grants.gov prior to submitting an application. OJP encourages applicants to register several weeks before the application submission deadline. In addition, applicants are urged to submit applications **at least 72 hours prior** to the due date of the application to allow time to receive the validation message and to correct any problems that may have caused a rejection notification. The deadline to apply for funding under this announcement is 11:59 p.m. eastern time on May 14, 2012. See How To Apply, page 13, for details.

Eligibility

Eligible applicants are limited to states (including territories), units of local government (including federally recognized tribal governments, as determined by the Secretary of the Interior), nonprofit and for-profit organizations (including tribal nonprofit and for-profit organizations), and institutions of higher education (including tribal institutions of higher education). For-profit organizations must agree to forgo any profit or management fee.

Eligible applicants must submit a collaborative application for a coordinated implementation of a single program design in three to five separate mentoring program sites located within the same regional area. One applicant must be clearly indicated as the primary applicant (for correspondence, award, and management purposes) and the others indicated as co-applicants.

OJJDP may elect to make awards in future fiscal years for applications submitted under this solicitation, dependent on the merit of the applications and the availability of appropriations.

To be eligible, applicants must:

- Identify the primary program goal as implementing systematic teaching or advocacy functions into the mentor's role via enhancing the (1) mentor-mentee matching process, (2) initial and ongoing training, and (3) ongoing mentor support (see Program-Specific Information, page 4).

Agree to, actively participate in, and comply with all requirements under a multi-site, multi-year evaluation of this demonstration program (see Program-Specific Information below.)

- Submit a collaborative application demonstrating a coordinated implementation of a single program design in 3-5 separate established and qualified mentoring program sites located within the same regional area. An established youth mentoring program site is defined as one in which the following characteristics have been in place for at least **3 years** at the time of application and to which the enhancements will be applied: (1) has provided mentoring services to a particular target population that will continue under the enhancement; (2) has operated in a particular geographic region that will continue under the enhancement; and (3) has used a mentoring model (i.e., one-on-one, group, etc.) that will continue under the enhancement. (**Note:** The focus of this solicitation is on enhancing regional mentoring efforts through collaborations of three-five program sites. It is not focused on national or large scale implementation.) One applicant must be clearly indicated as the primary applicant (for correspondence, award, and management purposes) and the others indicated as co-applicants.
- Successful applicants must serve 75-100 new/additional youth per site under this program. The target age group for this solicitation is 12-14 years old; however, applicants may include youth as young as 11 and as old as 15 at the time of the initial mentoring match. The mentoring relationship can continue until the youth's 18th birthday.

Program-Specific Information

This demonstration program will support collaborations of qualified, established mentoring program sites to incorporate advocacy or teaching functions into mentors' roles through (1) matching youth and mentors based on needs, skills, experiences, and interests; (2) initial and ongoing training for mentors; and (3) ongoing mentor support. Dubois et al. (2011) identified the enhancements through a recent meta-analysis (*How Effective Are Mentoring Programs for Youth? A Systematic Assessment of the Evidence**) that examined the moderators of mentoring program effectiveness. This program focuses on three of six key moderators of program effectiveness that the meta-analysis identified:

- The program included an advocacy role for mentors.
- The program included a teaching/information provision role for mentors.
- Mentors and youth were matched in the program based on similarity of interests.

Advocacy or teaching activities in mentor roles and functions. For purposes of this solicitation, advocacy or teaching roles or functions are defined as those in which the mentor offers active guidance to the youth and seeks to facilitate the youth's relationships with peers and/or other supportive adults and to support engagement with appropriate activities and resources.

* DuBois, D.L., Portillo, N., Rhodes, J.E., Silverthorn, N., and Valentine, J.C. 2011. "How Effective Are Mentoring Programs for Youth? A Systematic Assessment of the Evidence." *Psychological Science in the Public Interest* 12(2)57-91.

This should not be confused with an overly directive or authoritarian approach, which has evidence of potential harmful outcomes in youth mentoring.** It is also not a therapeutic, counseling, informational/instructional, or explicit skill-building, such as a job skills, approach.

It is, instead, a developmental approach to mentoring in which the mentor's role is to actively foster the development of the youth. The mentor functions in a way that actively demonstrates concern with helping the youth reach his or her full potential. In doing so, the approach focuses on building a close relationship with the youth in the context of providing appropriate guidance in combination with enhancing the youth's access to key resources and supports outside of the relationship.

Examples of this type of approach may include, but are not limited to:

- Connecting mentees to additional social services.
- Assisting mentees with resolving differences or issues with teachers.
- Assisting mentees in resolving or managing peer relationships.
- Connecting mentees to afterschool activities or recreational opportunities.

In these approaches, the mentor actively facilitates relationship building and connects the youth to resources.

These examples are for illustration purposes only and in no way indicate a specific program preference from OJJDP.

Mentoring programs. For the purpose of this solicitation, qualified mentoring programs are those that support a structured relationship between a volunteer adult and one or more youth, with one-on-one or group-mentoring. **For purposes of this solicitation, all mentors must be voluntary and not paid a regular stipend, wage, or salary for their time spent mentoring.** Research indicates that youth who participated in mentoring relationships that lasted a year or longer improved in academic, psychosocial, and behavioral measures, while those youth in mentoring relationships that lasted between 3 months and 1 year had fewer indications of positive effects. Additionally, youth who had been in a mentoring relationship that lasted fewer than 3 months reported decreases in measures of self-worth and perceived scholastic competence. OJJDP recommends that mentoring matches be structured to last for a minimum of 12 months.

Qualified established program sites. OJJDP defines an established youth mentoring program site as one in which the following characteristics have been in place for at least **3 years** at the time of application and to which the enhancements will be applied: (1) has provided mentoring services to a target population that will continue under the enhancement; (2) has operated in a particular geographic region that will continue under the enhancement; and (3) has used a mentoring model (i.e., one-on-one, group, etc.) that will continue under the enhancement. (Note: The focus of this solicitation is on enhancing regional mentoring efforts through collaborations of three to five program sites. It is not focused on national or large scale implementation.)

** Keller, T.E. 2005. "The stages and development of mentoring relationships." In D.L. DuBois and M.J. Karcher (Eds.), *Handbook of youth mentoring* (pp. 82–99). Thousand Oaks, CA: SAGE.

Qualified collaboratives of program sites. All applications must be part of a collaborative of at least three and as many as five mentoring program sites where the mentoring enhancements will be applied. That collaborative must implement a specific program design consistently across all sites. Each site must have a separate address and location and serve different, non-duplicated youth populations. This may include different chapters or locations of the same parent organization; however, official organizational charts must reflect an independent program site. Each site must already have a qualified, established mentoring program. OJJDP encourages applicants to consider partnering with sites relatively close in proximity to leverage shared costs for training or program-related activities.

Target population. Successful applicants must serve 75-100 new/additional youth per site within the first year of implementation in each of the program sites. The target age group for this solicitation is 12 to 14 years old; however, applicants may include youth as young as 11 and as old as 15 at the time of the mentoring match. The match may continue until the youth's 18th birthday. Applicants should provide documentation of their ability to meet the number of matches requirement that includes, but is not limited to, documentation of the number of youth served and mentor matches made in previous years.

Purpose, Goals, Objectives, and Deliverables

The purpose of this solicitation is to apply research findings to improve the effectiveness of mentoring practice. This solicitation will support the collaboration of qualified, established mentoring program sites in the implementation of advocacy and teaching roles for mentors via enhancement strategies that focus on matching youth and mentors, training for mentors, and ongoing mentor support. These strategies will likely contribute to the quality of the mentoring program and the efforts to address both individual and environmental factors that contribute to delinquency.

Eligible enhancement strategies. Applicants must propose to implement the following strategies. Applicants must clearly describe how the strategy they describe in their application will change or improve their current practices. Applicants may not propose to simply continue their current practices:

- **Mentor-Mentee Matching.** Applicants must detail how they will match mentors and mentees. The matching process must be based primarily on matching a youth's needs and interests with a mentor's experiences, skills, and interests (as opposed to being based on demographic features). Dubois et al. found that taking into account a youth's needs and interests when matching him/her with a mentor was important to the overall success of the mentoring program. This will also likely support the teaching or advocacy functions for the mentor.
- **Mentor Training.** Research demonstrates that initial and ongoing training for mentors is a moderator of program effectiveness. For the purposes of this solicitation, OJJDP defines training as opportunities for the mentor to enhance skills, knowledge, and abilities in serving as a mentor to and in building relationships with youth mentees. This training must focus primarily on building a mentor's skills and effectiveness in serving in the advocacy/teaching function.
- **Ongoing Mentor Support.** To support the advocacy and teaching functions of mentors, applicants should outline how they will improve the ongoing communication and support that program coordinators, match specialists, etc., offer mentors. This includes, but is not limited

to, increasing the frequency of and improving the program communication with mentors or providing additional support regarding activities, issues, questions, or plans.

Evaluation. OJJDP will require all successful applicants to participate in an evaluation that OJJDP will fund separately. In addition to completing the program activities enhancing the mentor's advocacy or teaching role through enhanced mentor-mentee matching, training, and ongoing support, successful applicants must:

- **Submit a detailed implementation plan** that OJJDP will review and approve. Applicants must submit a draft implementation plan at the time of application. OJJDP will then work with all successful applicants to review and revise the plan. This plan must demonstrate how the enhanced services offered under this program differ from the current services offered and include a timeline of implementation.
- **Assist in data collection and communicate with the OJJDP evaluator.** Successful applicants under this solicitation will bear primary responsibility for service delivery. OJJDP will expect grantees also to assist in or coordinate basic data collection both during and after the grant period ends. A separate evaluator that OJJDP will fund will provide the primary research personnel.
- **Work with OJJDP's evaluator to randomly assign matches.** Each of the three to five sites per award must serve 75-100 new youth in the first year of implementation. The evaluator will work with all successful applicants to assign the matches to intervention and comparison groups (approximately 40-50 in each group) and to complete and implement all required research protocols and human subjects' protections and consent forms.

Evidence-based Programs or Practices

OJP considers programs and practices to be evidence-based when their effectiveness has been demonstrated by causal evidence (generally obtained through one or more outcome evaluations). Causal evidence documents a relationship between an activity or intervention (including technology) and its intended outcome, including measuring the direction and size of a change, and the extent to which a change may be attributed to the activity or intervention. Causal evidence depends on the use of scientific methods to rule out, to the extent possible, alternative explanations for the documented change. The strength of causal evidence, based on the factors described above, will influence the degree to which OJP considers a program or practice to be evidence-based. OJP's CrimeSolutions.gov OJJDP's [Model Program Guide](#) Web sites are two resources that applicants may use to find information about evidence-based programs in criminal justice, juvenile justice, and crime victim services.

Amount and Length of Awards

OJJDP expects to make as many as 10 awards for as much as \$1.2 million for a 3-year project period, funded and budgeted on an annual basis. **All applicants must submit a year one budget for as much as \$400,000 and a 3-year budget for as much as \$1.2 million** for the entire award period. OJJDP will make no additional awards to successful applicants in subsequent years. **Note:** \$400,000/year (\$1.2 million over 3 years) is the maximum amount for a single application for the collaborative of mentoring program sites. Each site within that collaborative is not eligible for \$400,000/year.

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

Budget Information

Limitation on Use of Award Funds for Employee Compensation; Waiver. With respect to any award of more than \$250,000 made under this solicitation, federal funds may not 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 2012 salary table for SES employees is available at www.opm.gov/oca/12tables/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 for OJP. An applicant requesting a waiver should 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 the applicant to adjust and resubmit its 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 to be done.

Minimization of Conference Costs. No OJP funding can be used to purchase food and/or beverages for any meeting, conference, training, or other event. Exceptions to this restriction may be made only in cases where such sustenance is not otherwise available (i.e., extremely remote areas), or where a special presentation at a conference requires a plenary address where there is no other time for sustenance to be obtained. Such an exception would require prior approval from OJP. This restriction does not apply to water provided at no cost, but does apply to any and all other refreshments, regardless of the size or nature of the meeting. Additionally, this restriction does not impact direct payment of per diem amounts to individuals in a travel status under your organization's travel policy.

The provision of food and/or beverages to youth as part of programmatic activity is not subject to the above restriction because such activity does not fall within the definition of a conference, training, or meeting.

Updated Department of Justice and OJP guidance on conference planning, minimization of costs, and conference cost reporting will be forthcoming and will be accessible on the OJP website at www.ojp.usdoj.gov/funding/funding.htm.

Costs Associated with Language Assistance (if applicable). If an applicant proposes a program or activity that would deliver services or benefits to individuals, the costs of taking reasonable steps to provide meaningful access to those services or benefits by individuals with limited English proficiency may be allowable costs. Reasonable steps to provide meaningful

access to services or benefits may include interpretation or translation services where appropriate.

For additional information, see the "Civil Rights Compliance" section of the OJP "Other Requirements for OJP Applications" Web page (www.ojp.usdoj.gov/funding/other_requirements.htm).

Match Requirement. This solicitation does not require a match. However, if a successful application proposes a voluntary match amount, the match amount incorporated into the OJP-approved budget becomes mandatory and subject to audit.

Performance Measures

To assist the Department in fulfilling its responsibilities under the Government Performance and Results Act (GPRA) of 1993, Public Law 103-62, and the GPRA Modernization Act of 2010, Public Law 111-352, applicants that receive funding under this solicitation must provide data that measure the results of their work done under this solicitation. Any award recipient will be required, post award, to provide the data requested in the "Data Grantee Provides" column so that OJP can calculate values for the "Performance Measures" column. Performance measures for this solicitation are as follows:

Objective	Performance Measure(s)	Description	Data Grantee Provides
Support collaborations of qualified, established mentoring program sites in the systematic implementation of advocacy or teaching functions into mentors' roles through enhancing the (1) matching of youth and mentors; (2) training, and (3) ongoing mentor support.	Percentage of youth served with whom an evidence-based practice was used.	Evidence-based models and programs include those that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance abuse. Model programs can come from many valid sources (e.g., Blueprints for Violence Prevention, OJJDP's Model Programs Guide, SAMHSA's Model Programs, etc.).	Number of youth served using an evidence-based model or program. The number of youth served.
	Number of youth served.	An unduplicated count of the number of youth that the program served during the reporting period. The number of youth served for a reporting period is the number of program youth carried over from previous reporting period, plus new admissions during the reporting period.	Number of program youth carried over from the previous reporting period. New admissions during the reporting period.

	Percentage of program youth completing program requirements.	The number and percentage of program youth who have successfully fulfilled all program obligations and requirements. This does not include youth who are still in ongoing programs. Program obligations will vary by program, but should be a predefined list of requirements or obligations that clients must meet before program completion.	Number of program youth who exited the program having completed program requirements. Total number of youth who exited the program during the reporting period (both successfully and unsuccessfully).
	Percentage of program youth who re-offend during the reporting period (short and long term).	The number and percentage of participating program youth who were arrested or seen at a juvenile court for a new delinquent offense during the reporting period or 6-12 months post program completion.	<ul style="list-style-type: none"> A. Total number of program youth served (autofill). B. Number of program youth tracked during this reporting period. C. Of B, the number of program youth who had a new arrest or delinquent offense during this reporting period. D. Number of program youth who were recommitted to a juvenile facility during this reporting period. E. Number of program youth who were sentenced to adult prison during this reporting period. F. Number of youth who received another sentence during this reporting period.
	Number of program youth who are victimized or re-victimized (short and long term).	<p>The measure determines the number of program youth who are harmed or adversely affected by someone else's criminal actions. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property.</p> <p>The re-victimization measure counts the number of youth who experienced subsequent victimization.</p>	<ul style="list-style-type: none"> A. Total number of program youth served (autofill). B. Number of program youth tracked during this reporting period for victimization. C. Of B, the number of program youth who were (re) victimized.
	Percentage of program youth who show a	The number and percentage of program youth who have exhibited a desired change in	Number of program youth served during the reporting period with the noted

	change in targeted behavior.	the targeted behavior during the reporting period or 6-12 months post program completion.	behavioral change (who have exhibited an improvement in antisocial behavior, social competence, gang resistance/ involvement, substance use, school attendance, GED completion, grade point average, or perception of social support (short and long term) as indicated in a pre/post survey tool. Total number of youth served during the reporting period.
	Percentage increase in the number of program mentors recruited.	The number of new mentors recruited during the reporting period. "Recruited" mentors are those who have completed requirements to be ready for training.	Number of members at the beginning of the reporting period. Number of mentors at the close of reporting period. Number of mentors added (ready for training) during the reporting period.
	Percentage of program mentors successfully completing training.	The number of program mentors successfully completing training during the reporting period.	Number of program mentors successfully completing training during the reporting period. Total number of program mentors who began training during the reporting period.
	Percentage of trained program mentors with increased knowledge of program area.	The number of trained program mentors demonstrating increased knowledge of the program during the reporting period.	Number of trained program mentors demonstrating increased knowledge of the program during the reporting period as reported in a survey tool.

Submission of performance measures data is not required for the application. Instead, applicants should discuss in their application their proposed methods for collecting data for performance measures. Refer to the section What an Application Is Expected To Include on page 15 for additional information.

Note: OJJDP performance measure data is required in addition to participation in the evaluation for this program (see page 9).

Project Evaluations

Applicants that propose to use funds awarded through this solicitation to conduct project evaluations or statistical data collections should be aware that these activities (such as

systematic investigations designed to develop or contribute to generalizable knowledge) may constitute research, which is defined as follows:

Research means a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge. Activities that meet this definition constitute research for the purposes of this policy, whether or not they are conducted or supported under a program that is considered research for other purposes. For example, some demonstration and service programs may include research activities. 28 C.F.R. § 46.102(d). The following information pertains to applications that propose to conduct research and involves human subjects:

DOJ regulations (28 C.F.R. Part 46) protect the human subjects of federally funded research. In brief, 28 C.F.R. Part 46 requires that most research involving human subjects that is conducted or supported by a federal department or agency be reviewed and approved by an Institutional Review Board (IRB), in accordance with the regulations, before federal funds are expended for that research. As a rule, persons who participate in federally funded research must provide their "informed consent" and must be permitted to terminate their participation at any time. Funding recipients, before they will be allowed to spend OJP funds on any research activity involving human subjects, must submit appropriate documentation to OJP showing compliance with 28 C.F.R. Part 46 requirements, as requested by OJP.

DOJ regulations (28 C.F.R. Part 22) require recipients of OJP funding to submit a Privacy Certificate as a condition of approval of any grant application or contract proposal that contains a research or statistical component under which "information identifiable to a private person" will be collected, analyzed, used, or disclosed. The funding recipient's Privacy Certificate includes a description of its policies and procedures to be followed to protect the confidentiality of identifiable data. 28 C.F.R. § 22.23. The Department's regulations provide, among other matters, that: "Research or statistical information identifiable to a private person may be used only for research or statistical purposes." 28 C.F.R. § 22.21. Moreover, any private person from whom information identifiable to a private person is collected or obtained (either orally or by means of written questionnaire or other document) must be advised that the information will only be used or disclosed for research or statistical purposes and that compliance with the request for information is voluntary and may be terminated at any time. 28 C.F.R. § 22.27.

OJP has developed a decision tree www.ojp.usdoj.gov/funding/pdfs/decision_tree.pdf to assist applicants in assessing whether an activity they plan to undertake with OJP funds may constitute research involving human subjects. **Applicants should review this decision tree and include a specific statement in their application narrative that clarifies if they intend to use any information from a project evaluation or data collection to contribute to "generalizeable knowledge" or if they intend to use the information solely for the purpose of internal improvements and/or to meet OJP's performance measures data reporting requirements.** If an application includes a research, demonstration evaluation, or statistical data collection component, OJP will examine that component to determine whether it meets the definition of research.

For additional information visit the "Research and Protection of Human Subjects" and the "Confidentiality" sections of the OJP "Other Requirements" Web page at www.ojp.usdoj.gov/funding/other_requirements.htm.

Notice of Post-Award FFATA Reporting Requirement

Applicants should anticipate that OJP will require all recipients (other than individuals) of awards of \$25,000 or more under this solicitation, consistent with the Federal Funding Accountability and Transparency Act of 2006 (FFATA), to report award information on any first-tier subawards totaling \$25,000 or more, and, in certain cases, to report information on the names and total compensation of the five most highly compensated executives of the recipient and first-tier subrecipients. Each applicant entity must ensure that it has the necessary processes and systems in place to comply with the reporting requirements should it receive funding. Reports regarding subawards will be made through the FFATA Subaward Reporting System (FSRS), found at www.fsrs.gov.

Please note also that applicants should anticipate that no subaward of an award made under this solicitation may be made to a subrecipient (other than an individual) unless the potential subrecipient acquires and provides a Data Universal Numbering System (DUNS) number.

How To Apply

Applications will be submitted through Grants.gov. Grants.gov is a “one-stop storefront” that provides a unified process for all customers of federal awards to find funding opportunities and apply for funding. Complete instructions on how to register and submit an application can be found at www.Grants.gov. If the applicant experiences technical difficulties at any point during this process, call the Grants.gov Customer Support Hotline at **800-518-4726, 606-545-5035**, or via e-mail to support@grants.gov, 7 days a week, except federal holidays. Registering with Grants.gov is a one-time process; however, **processing delays may occur, and it can take up to several weeks** for first-time registrants to receive confirmation and a user password. OJP highly recommends that applicants start the registration process as early as possible to prevent delays in submitting an application package by the specified application deadline.

All applicants are required to complete the following steps:

- 1. Acquire a Data Universal Numbering System (DUNS) number.** In general, the Office of Management and Budget requires that all applicants (other than individuals) for federal funds include a DUNS number in their applications 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 Dun and Bradstreet at 866-705-5711 or by applying online at www.dnb.com. A DUNS number is usually received within 1-2 business days.
- 2. Acquire or renew registration with the Central Contractor Registration (CCR) database.** OJP requires that all applicants (other than individuals) for federal financial assistance maintain current registrations in the CCR database. An applicant must be registered in the CCR to successfully register in Grants.gov. 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. Note, however, that applicants must **update or renew their CCR registration annually** to

maintain an active status. Information about CCR registration procedures can be accessed at www.ccr.gov.

3. **Acquire an Authorized Organization Representative (AOR) and a Grants.gov username and password.** Complete the AOR profile on Grants.gov and create a username and password. The applicant organization's DUNS number must be used to complete this step. For more information about the registration process, go to www.grants.gov/applicants/get_registered.jsp.
4. **Acquire confirmation for the AOR from the E-Business Point of Contact (E-Biz POC).** The E-Biz POC at the applicant organization must log into Grants.gov to confirm the applicant organization's AOR. Note that there can be more than one AOR for the organization.
5. **Search for the funding opportunity on Grants.gov.** Use the following identifying information when searching for the funding opportunity on Grants.gov. The Catalog of Federal Domestic Assistance number for this solicitation is 16.726, titled "Juvenile Mentoring Program," and the funding opportunity number is OJJDP-2012-3275.
6. **Complete the Disclosure of Lobbying Activities.** All applicants must complete this information. An applicant that expends any funds for lobbying activities must provide the detailed information requested on the form, *Disclosure of Lobbying Activities, (SF-LLL)*. An applicant that does not expend any funds for lobbying activities should enter "N/A" in the required highlighted fields.
7. **Submit an application consistent with this solicitation by following the directions in Grants.gov.** Within 24–48 hours after submitting the electronic application, the applicant should receive an e-mail validation message from Grants.gov. The validation message will state whether the application has been received and validated, or rejected, with an explanation. **Important:** Applicants are urged to submit applications **at least 72 hours prior** to the due date of the application to allow time to receive the validation message and to correct any problems that may have caused a rejection notification.

Note: Grants.gov will forward the application to OJP's Grants Management System (GMS). 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."

Note: Duplicate Applications. If an applicant submits multiple versions of an application, OJJDP will review the most recent version submitted.

Experiencing Unforeseen Grants.gov Technical Issues

If an applicant experiences unforeseen Grants.gov technical issues beyond the applicant's control that prevent submission of its application by the deadline, the applicant must email the Justice Information Center (see Page 1 for contact information) **within 24 hours after the application deadline** and request approval to submit its application. The applicant must include in the e-mail: a description of the technical difficulties, a timeline of submission efforts, the complete grant application, the applicant DUNS number, and Grants.gov Help Desk tracking number(s) the applicant has received. **Note: Requests are not automatically approved by OJJDP.** After the program office reviews all of the information submitted, and contacts the

Grants.gov Help Desk to validate the technical issues reported, OJP will contact the applicant to either approve or deny the request to submit a late application. If the technical issues reported cannot be validated, the 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 Grants.gov 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 environment, including firewalls.

Notifications regarding known technical problems with Grants.gov, if any, are posted at the top of the OJP funding Web page at www.ojp.usdoj.gov/funding/solicitations.htm.

What an Application Is Expected To Include

Applicants should anticipate that failure to submit an application that contains all of the specified elements may negatively affect the review of the application; and, should a decision be made to make an award, it may result in the inclusion of special conditions that preclude access to or use of award funds pending satisfaction of the conditions.

Moreover, applicants should anticipate that applications that are unresponsive to the scope of the solicitation, or that do not include application elements designated by OJJDP to be critical, will neither proceed to peer review nor receive further consideration. Under this solicitation, OJJDP has designated the following application elements as critical: Program Narrative, Budget Detail Worksheet or a Budget Narrative and the Memorandum of Understanding between the prime applicant and the three to five sites.

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

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

The SF-424 is a standard form used as a cover sheet for submission of pre-applications, applications, and related information. Grants.gov and GMS take information from the applicant's profile to populate the fields on this form. When selecting "type of applicant," if the applicant is a for-profit entity, select "For-Profit Organization" or "Small Business" (as applicable). Instructions on completing the SF 424 are available at www.grants.gov/assets/SF424Instructions.pdf.

2. Program Narrative

Applicants must submit a program narrative that presents a detailed description of the purpose, goals, objectives, strategies, design, and management of the proposed program. The program narrative should be double-spaced with 1-inch margins, not exceeding 30 pages of 8½ by 11 inches, and use a standard 12-point font, preferably Times New Roman. Pages should be numbered "1 of 30," etc. The project abstract, tables, charts, pictures, etc., including all captions, legends, keys, subtext, etc., may be single-spaced, and will count in

the 30-page limit. Material required under the “Budget and Budget Narrative” and “Other Attachments” sections will not count toward the program narrative page count. Applicants may provide bibliographical references as a separate attachment that will not count toward the 30-page program narrative limit. If the program narrative fails to comply with these length-related restrictions, noncompliance may be considered in peer review and in final award decisions.

The program narrative should address the following selection criteria: (1) project abstract; (2) statement of the problem; (3) goals, objectives, and performance measures; (4) program design and implementation; and (5) capabilities/competencies. The applicant should clearly delineate the connections between and among each of these sections. For example, the applicant should derive the goals and objectives directly from the problems to be addressed. Similarly, the project design section should clearly explain how the program’s structure and activities will accomplish the goals and objectives identified in the previous section. The following sections should be included as part of the program narrative.

- a. **Project Abstract.** Applicants should include a project abstract as the first page of the program narrative, and it is included in the page limitation specified above. The abstract should not exceed 200 words and briefly describe how the applicant will implement systematic teaching or advocacy functions into the mentor’s role via the (1) mentor-mentee matching process, (2) initial and ongoing training, and (3) ongoing mentor support; identify the population to be served, including the age of the youth; and summarize the activities that the applicant will implement to achieve the project’s goals and objectives. These goals and objectives should focus on short-term and intermediate outcomes (see Goals, Objectives, and Performance Measures, below). The abstract should describe how the applicant will measure progress toward these goals and their intention to participate in an OJJDP funded evaluation.

The abstract must briefly describe the single program design that the applicant will replicate in three to five mentoring program sites located within the same regional area and identify the co-applicants. In addition, the applicant should briefly describe how long each mentoring program has been operational.

Permission to Share Abstract and Contact Information with Private Funders. It is unlikely that OJJDP will be able to fund all competitive applications, but may have the opportunity to share unfunded competitive application information with private foundations. Applicants should indicate whether they give OJJDP permission to share their abstract and contact information for both the authorized representative and point of contact with potentially interested private foundations. Granting this permission will not affect OJJDP’s funding recommendations, and if the application is not funded, it will not guarantee that information will be shared, nor does it guarantee funding from any other source

- b. **Statement of the Problem.** Applicants should briefly describe the nature and scope of the problem that the program will address (e.g., gang activity, underage drinking, drug abuse, truancy, youth employment, school performance, etc.). The applicant should use data to provide evidence that the problem exists, demonstrate the size and scope of the problem, and document the effects of the problem on the target population and the larger community. Applicants should describe the target population, including the age of youth, and any previous or current attempts to address the problem.

Program. Applicants must also detail what practices they will target and enhance within the program. This should illustrate how the enhancements will improve the quality of the mentoring services and the program's outcomes. This must also illustrate how implementing the enhancements will change (and not simply continue) a previous program design.

Applicants should describe any research or evaluation studies that relate to the problem and contribute to the applicant's understanding of its causes and potential solutions. While OJJDP expects applicants to review the research literature for relevant studies, they should also explore whether unpublished local sources of research or evaluation data are available.

- c. Goals, Objectives, and Performance Measures.** Applicants should describe the goals of the proposed program and identify its objectives. When formulating the program's goals and objectives, applicants should be cognizant of the performance measures that OJJDP will require successful applicants to provide.

Goals. Applicants should describe the program's intent to change, reduce, or eliminate the problems noted in the previous section and outline the project's goals.

Program Objectives. Applicants should explain how the program will accomplish its goals. Objectives are specific, quantifiable statements of the project's desired results. They should be clearly linked to the problem identified in the preceding section and measurable. (Examples of measurable objectives include the following: provide an additional 40 hours/year of ongoing mentor support to each mentor.)

Performance Measures. OJJDP requires award recipients to report data in support of mandated performance measures for this solicitation (see Performance Measures, page 9.) OJJDP does not require applicants to submit performance measures data with their applications. For the application, applicants should indicate an understanding of these requirements and discuss how they will gather the required data, should they receive funding.

OJJDP encourages award recipients to use information from existing program records to fulfill performance measures reporting requirements rather than initiating new data collection activities for this purpose.

OJJDP will require all successful applicants under this solicitation to participate in an evaluation (see page 7).

- d. Project Design and Implementation.** Applicants should detail how the project will operate throughout the funding period and describe the strategies that they will use to achieve the goals and objectives identified in the previous section. Applicants should describe how they will complete the goals, objectives, and deliverables stated in the Goals, Objectives, and Deliverables section on page 6.

This section should also include details regarding any leveraged resources (cash or in-kind) from local sources to support the project and discuss plans for sustainability beyond the grant period. Applicants should identify any other federal, state, or private foundation grants that they have received that serve the same local area and target population.

Applicants must present a program design to implement advocacy or teaching functions into mentors' roles through enhancing the (1) matching of youth and mentors based on needs, skills, experiences, and interests; (2) initial and ongoing training, and (3) ongoing mentor support. (see Program-Specific Information, page 4).

OJJDP will assess how well applicants incorporate the following elements into their program design:

1. A detailed description of the mentoring program including:
 - the mentoring model (one-on-one, group).
 - the duration of the mentoring relationship.
2. A feasible and reasonable approach to incorporating advocacy or teaching functions into mentors' roles through enhancing the (see Program-Specific Information, page 4, for more information):
 - Matching of youth and mentors based on needs, skills, experiences, and interests.
 - Offering both initial and ongoing training.
 - Offering ongoing mentor support.
3. A detailed description of how the enhancements will be implemented, including:
 - an illustration and description of how the enhancements will change current practices.
 - key activities and program elements involved in implementing the enhancements.
 - how the enhancements will be incorporated into the pre-existing mentoring program sites' structure and framework.
 - how the collaborative will implement the enhancements in a coordinated manner.
 - relevant staff development or training.
 - the expected implementation challenges and how they will be addressed.
4. A description of how the applicant will participate in the separate OJJDP-funded evaluation. (see Purpose, Goals, Objectives, and Deliverables, page 6, for more information.) This includes:
 - Submitting a detailed implementation plan that OJJDP will review and approve.
 - Assisting in data collection and communicating with the evaluator.

- Work with OJJDP’s evaluator to randomly assign matches.

Logic Model. Applicants should include a logic model that graphically illustrates how the performance measures are related to the project’s problems, goals, objectives, and design. Sample logic models are available at www.ojjdp.gov/grantees/pm/logic_models. Applicants should submit the logic model as a separate attachment, as stipulated in Additional Attachments, page 21.

Implementation Plan/Timeline. Applicants should submit a realistic timeline, implementation plan, or milestone chart that indicates major tasks associated with the goals and objectives of the project, assigns responsibility for each, and plots completion of each task by month or quarter for the duration of the award, using “Year 1,” “Month 1,” “Quarter 1,” etc., not calendar dates (see “Sample Project Timelines” at ojjdp.gov/grantees/timelines.html).

Applicants should submit the timeline as a separate attachment, as stipulated in Additional Attachments, page 21. On receipt of an award, the recipient may revise the timeline, based on training and technical assistance that OJJDP will provide.

- e. Capabilities and Competencies.** Applicants should describe the roles and responsibilities of project staff and explain the program’s organizational structure and operations. Management and staffing patterns should be clearly connected to the project design described in the previous section. This section should describe the experience and capability of the applicant’s organization and any contractors that the applicant will use to implement and manage this effort and its associated federal funding, highlighting any previous experience implementing projects of similar design or magnitude.

OJJDP will assess how well applicants demonstrate:

1. Evidence of established, qualified mentoring program sites applying as a collaborative, as defined on page 6. Examples of evidence for established mentoring program sites can include, but are not limited to, the program’s history (including the circumstances of its creation and how long it has been in existence), mission, and accomplishments. Examples of evidence of a collaborative can include, but are not limited to, demonstration of a coordinated program enhancement design and implementation and memoranda of understanding.
2. Program structure and history of the mentoring program sites including:
 - the structure/design of the mentoring sessions (i.e., one-on-one or group mentoring, designed length of the relationship, etc.). **[Note:** For purposes of this solicitation, all mentors must be voluntary and not compensated.]
 - a defined target population and criteria for youth selection.
 - capacity to serve 75-100 new youth under this program (such as a description of the current and previous number of youth and mentor matches served).
 - when mentoring takes place, how often mentors and mentoring participants meet, how long the sessions last, and where they meet.

- standards of conduct.
- capacity to participate in an evaluation (such as demonstrated experience in basic data collection).

Letters of Support/Memoranda of Understanding. As described under Eligibility, page 3, applicants should provide signed and dated letters of support or memoranda of understanding for all key partners that include the following:

- expression of support for the program and a statement of willingness to participate and collaborate with it.
- description of the partner's current role and responsibilities in the planning process and expected responsibilities when the program is operational.
- estimate of the percentage of time that the partner will devote to the planning and operation of the project.
- an agreement to implement a coordinated program design among three to five program sites.

3. Budget Detail Worksheet and Budget Narrative

Applicants should provide a budget that (1) is complete, allowable, and cost-effective in relation to the proposed activities; (2) shows the cost calculations demonstrating how they arrived at the total amount requested; and (3) provides a brief supporting narrative to link costs with project activities. The budget should cover the entire award period.

Applicants should budget for two or three staff to attend a 2- to 3-day orientation training in Washington, DC, during the first year of the award. (The actual location and date of this training will be determined at a later date.)

For questions pertaining to budget and examples of allowable and unallowable costs, see the OJP Financial Guide at www.ojp.usdoj.gov/financialguide/index.htm.

- a. **Budget Detail Worksheet.** A sample Budget Detail Worksheet can be found at www.ojp.gov/funding/forms/budget_detail.pdf. Applicants who submit the budget in a different format should include the budget categories listed in the sample budget worksheet. The budget detail worksheet should be mathematically sound.
- b. **Budget Narrative.** The Budget Narrative should thoroughly and clearly describe every category of expense listed in the Budget Detail Worksheet. Proposed budgets are expected to be complete; reasonable and allowable; cost-effective; and necessary for project activities. The narrative should be mathematically sound and correspond with the information and figures the applicant provides in the Budget Detail Worksheet. The narrative should explain how the applicant estimated and calculated all costs and how they are relevant to the completion of the proposed project. The narrative may include tables for clarification purposes but need not be in a spreadsheet format. As with the Budget Detail Worksheet, the Budget Narrative should be broken down by year.

4. Indirect Cost Rate Agreement (if applicable)

Indirect costs are allowed only if the applicant has a federally approved indirect cost rate. (This requirement does not apply to units of local government.) A copy of the rate approval should be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant federal agency, which will review all documentation and approve a rate for the applicant organization or, if the applicant's accounting system permits, costs may be allocated in the direct cost categories. If DOJ is the cognizant federal agency, obtain information needed to submit an indirect cost rate proposal at www.ojp.usdoj.gov/funding/pdfs/indirect_costs.pdf.

5. Tribal Authorizing Resolution (if applicable)

If an application is being submitted by either (1) a tribe or tribal organization or (2) a third party proposing to provide direct services or assistance to residents on tribal lands, then a current authorizing resolution of the governing body of the tribal entity or other enactment of the tribal council or comparable governing body authorizing the inclusion of the tribe or tribal organization and its membership should be included with the application. In those instances when an organization or consortium of tribes proposes to apply for a grant on behalf of a tribe or multiple specific tribes, then the application should include a resolution (or comparable legal documentation, as may be applicable) from all tribes that will be included as a part of the services/assistance provided under the grant. A consortium of tribes for which existing consortium bylaws allow action without support from all tribes in the consortium (i.e., without authorizing resolution or other enactment of each tribal governing body) may submit a copy of its consortium bylaws with the application in lieu of tribal resolutions (or comparable legal documentation).

If an applicant is unable to obtain and submit with its application a fully-executed (*i.e.*, signed) copy of a tribal resolution or other, comparable legal documentation as may be consistent with the tribe's governance structure, then, at minimum, the applicant should submit an unsigned, draft version of such legal documentation as part of its application (except in cases where, with respect to a tribal consortium applicant, consortium bylaws allow action without the support of all consortium member tribes). If selected for funding, use of and access to funds will be contingent on receipt of the fully-executed tribal resolution or other, comparable legal documentation.

6. Additional Attachments

Applicants should submit the following information, as stipulated in the cited pages, as attachments to their application. While the materials listed below are not assigned specific point values, peer reviewers will, as appropriate, consider these items when rating applications. For example, reviewers will consider résumés and/or letters of support/memoranda of understanding when assessing "Capabilities/Competencies." Peer reviewers will not consider any additional information that the applicant submits other than that specified below.

- logic model (see Logic Model, page 19)
- implementation plan, timeline, or milestone chart (see Timeline, page 19)
- résumés of all key personnel

- job descriptions outlining roles and responsibilities for all key positions
- letters of support/memoranda of understanding from partner organizations (see Letters of Support/Memoranda of Understanding, page 20)
- evidence of nonprofit status, e.g., a copy of the tax exemption letter from the Internal Revenue Service
- evidence of for-profit status, e.g., a copy of the articles of incorporation.

7. Other Standard Forms

Additional forms that may be required in connection with an award are available on OJP's funding page at www.ojp.usdoj.gov/funding/forms.htm. For successful applicants, receipt of funds may be contingent upon submission of all necessary forms. Note in particular the following forms.

- [Standard Assurances](#). Applicants must read, certify, and submit this form in GMS prior to the receipt of any award funds.
- [Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements](#). Applicants must read, certify, and submit in GMS prior to the receipt of any award funds.
- [Accounting System and Financial Capability Questionnaire](#). (Required for any applicant other than an individual that is a non-governmental entity and that has not received any award from OJP within the past 3 years; this form must be downloaded, completed, and submitted.)

Selection Criteria

The following five selection criteria will be used to evaluate each application, with the different weight given to each based on the percentage value listed after each individual criteria. For example, the first criteria, Statement of the Problem, is worth 20 percent of the entire score in the application review process.

1. Statement of the Problem (15 percent)
2. Goals, Objectives, and Performance Measures (15 percent)
3. Program Design and Implementation (40 percent)
4. Capabilities and Competencies (20 percent)
5. Budget (complete; reasonable and allowable; cost-effective; and necessary for project activities) (10 percent)

See What an Application Is Expected To Include, page 15, and the Program-Specific Information, page 4, for the criteria that the peer reviewers will use to evaluate applications.

Review Process

OJP is committed to ensuring a fair and open process for awarding grants. OJJDP reviews the application to make sure that the information presented is reasonable, understandable, measurable, and achievable, as well as consistent with the solicitation.

Peer reviewers will review the applications submitted under this solicitation that meet basic minimum requirements. OJJDP 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 subject matter of a given solicitation who is NOT a current DOJ employee. An internal reviewer is a current DOJ employee who is well-versed or has expertise in the subject matter of this solicitation. Applications that meet basic minimum requirements 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, geographic diversity, strategic priorities, past performance, and available funding.

The Office of the Chief Financial Officer, in consultation with OJJDP, conducts a financial review of applications for potential discretionary awards to evaluate the fiscal integrity and financial capability of applicants; examines proposed costs to determine if the Budget Detail Worksheet 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 award decisions will be made by the Assistant Attorney General, who also may 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. OJP strongly encourages applicants to review the information pertaining to these additional requirements prior to submitting an application. Additional information for each requirement can be found at www.ojp.usdoj.gov/funding/other_requirements.htm.

- Civil Rights Compliance
- Faith-Based and Other Community Organizations
- Confidentiality
- Research and the Protection of Human Subjects
- Anti-Lobbying Act
- Financial and Government Audit Requirements
- National Environmental Policy Act (NEPA)

- DOJ Information Technology Standards (if applicable)
- Single Point of Contact Review
- Non-Supplanting 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
- Active CCR Registration

Provide Feedback to OJP on This Solicitation

To assist OJP in improving its application and award processes, we encourage applicants to provide feedback on this solicitation, application submission process, and/or the application review/peer review process. Feedback can be provided to OJPSolicitationFeedback@usdoj.gov.

Appendix: Application Checklist

OJJDP FY 2012 Mentoring Enhancement Demonstration Program

This application checklist has been created to assist in developing an application.

Eligibility Requirements:

- State or territory.
- Unit of local government, including federally recognized tribal government.
- Nonprofit or for-profit organization, including tribal nonprofit or for-profit organization.
- Institution of higher education, including tribal institution of higher education.
- The federal amount requested is within the allowable limits of \$400,000 per year (\$1.2 million over 3 years).

What an Application Should Include:

- Disclosure of Lobbying Activities, (SF-LLL) (see page 14)
- Application for Federal Assistance (SF 424) (see page 15)

- Program Narrative (see page 15)
 - Format (double spaced, 12-point standard font, 1" standard margins, narrative is 30 pages or less)
 - Abstract
 - Statement of the Problem
 - Goals, Objectives, and Performance Measures
 - Program Design and Implementation
 - Capabilities/Competencies

- Budget Detail Worksheet and Budget Narrative (see page 20)
- Indirect Cost Rate Agreement (if applicable) (see page 21)
- Tribal Authorizing Resolution (if applicable) (see page 21)

- Additional Attachments (see page 22)
 - logic model
 - timeline or milestone chart
 - résumés of all key personnel
 - job descriptions for all key positions
 - letters of support/memoranda of understanding from partner organizations
 - evidence of nonprofit status e.g., copy of articles of incorporation, if applicable
 - evidence of for-profit status e.g., copy of tax exemption letter from the Internal Revenue Service, if applicable

- Other Standard Forms, Certifications, and Other Components, (see page 22) including:
 - DUNS number
 - CCR registration
 - Certifications
 - Disclosure of lobbying activities (if applicable)
 - Accounting System and Financial Capability Questionnaire