U.S. Department of Justice

OMB No. 1121-0329
Approval Expires 07/31/2016

Office of Justice Programs
Office of Juvenile Justice and Delinquency Prevention

The U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Office of Juvenile Justice and Delinquency Prevention (OJJDP) is seeking applications to pilot programs that will strengthen the relationships between children, their caregivers, and their incarcerated parent(s) who is confined in a federal correctional facility. This program furthers the Department's mission by supporting efforts to reduce recidivism and expanding services and education programs that strengthen an incarcerated parent's engagement with his or her children and family.

OJJDP FY 2015 Second Chance Act Strengthening Families and Children of Incarcerated Parents

Eligibility

Eligible applicants are limited to nonprofit organizations (including faith-based, tribal, and community nonprofit organizations) with a demonstrable history of providing services to children of incarcerated parents and community-based reentry programming.

Applicants who do not have a demonstrated history of providing both services to children of incarcerated parents and community-based reentry programming must be able to demonstrate a history of providing one of the required services and may partner with a community-based nonprofit that has experience and expertise in providing the other required services. Applicants must submit letters of support or memoranda of understanding demonstrating this relationship.

OJJDP welcomes applications that involve two or more entities; however, one eligible entity must be the applicant and the others must be proposed as subrecipients. The applicant must be the entity with primary responsibility for conducting and leading the pilot.

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.

For additional eligibility information, see section C. Eligibility Information.

Deadline

Applicants must register with Grants.gov prior to submitting an application. All applications are due to be submitted and in receipt of a successful validation message in Grants.gov by 11:59 p.m. eastern time on June 29, 2015.

All applicants are encouraged to read this **Important Notice: Applying for Grants in Grants.gov.**

For additional information, see "How To Apply" in Section D. Applications and Submission Information.

Contact Information

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

Applicants that experience unforeseen Grants.gov technical issues beyond their control that prevent them from submitting their application by the deadline must e-mail contact identified below **within 24 hours after the application deadline** and request approval to submit their application. Additional information on reporting technical issues is found under Experiencing Unforeseen Grants.gov Technical Issues.

For assistance with any other requirements of this solicitation, contact the Response Center by telephone at 800-851-3420, by e-mail at responsecenter@ncjrs.gov, or by web chat at https://webcontact.ncjrs.gov/ncjchat/chat.jsp. Answers to frequently asked questions that may assist applicants are posted http://www.ojjdp.gov/grants/solicitations/FY2015/FAQ/SCACOIPFAQ.pdf.

Grants.gov number assigned to this announcement: OJJDP-2015-4236

Release date: May 13, 2015

Contents

A. Program Description 4
Overview 4
Program-Specific Information 4
Goals, Objectives, and Deliverables 6
Evidence-based programs or practices. 9
B. Federal Award Information 10
Type of award 10
Financial management and system of internal controls 10
Budget Information 11
Cost sharing and match requirement 11
Preagreement cost approvals 11
Limitation on use of award funds for employee compensation; waiver 11
Prior approval, planning, and reporting of conference/meeting/training costs 12
Costs associated with language assistance (if applicable) 12
C. Eligibility Information 12
Cost sharing and match requirement 12
Limit on number of application submissions 12
D. Application and Submission Information 13
What an Application Should Include 13
How To Apply 25
E. Application Review Information 28
Selection Criteria 28
Review Process 28
F. Federal Award Administration Information 30
Federal Award Notices 30
Administrative, National Policy, and Other Legal Requirements 30
General Information About Post-Federal Award Reporting Requirements 31
G. Federal Awarding Agency Contact(s) 31
H. Other Information 32
Provide Feedback to OJP 32
Application Checklist 33
Appendix A: 35

OJJDP FY 2015 Second Chance Act Strengthening Families and Children of Incarcerated Parents (CFDA #16.831)

A. Program Description

Overview

This program will promote and expand services to children who have a parent who is incarcerated in a Federal Bureau of Prisons (BOP) correctional facility. Program activities include mentoring and comprehensive services that facilitate healthy and positive relationships between incarcerated individuals, their children, and caregivers. This program will implement positive developmental activities to address issues the child and the family may face, strategies to increase and enhance communication between child and parent, and transitional reentry services for parents who are released during the program. This program is authorized pursuant to Section 211 of the Second Chance Act, P.L. 110-199.

Program-Specific Information

A 2007 Bureau of Justice Statistics (BJS) survey on inmates in state and federal correctional facilities estimated that 1.7 million children younger than age 18 had a parent in prison, an increase of almost 80 percent since 1991. BJS estimated that more than 55 percent of female inmates and more than 60 percent of male inmates in federal prison are parents of minor children. Among parents in federal prison, approximately 80 percent of mothers and 50 percent of fathers had a minor child living with them prior to incarceration. More than 40 percent of those parents did not receive any personal visits from their minor children during their incarceration.[1]

The National Institute of Corrections (NIC) has reported that the arrest of a parent can be a traumatic experience for children. In a comprehensive review of research on children with incarcerated parents, NIC noted the arrest and removal of a mother or father from a child's life forces that child to confront emotional, social, and economic consequences that may trigger behavior problems, poor outcomes in school, and a disruption or severance of the relationship with the incarcerated parent that may persist even after the parent is released from prison.(http://www.findyouthinfo.gov/node/50059)

Parental incarceration is recognized as an "adverse childhood experience" (ACE), a measure of childhood trauma that the Centers for Disease Control and Prevention developed. Exposure to multiple ACEs significantly increases the likelihood of long-term negative mental and physical health outcomes (e.g., obesity, heart disease, diabetes, tobacco use, alcohol use, and asthma), and the stigma associated with parental incarceration can damage children's self-esteem, cause alienation, and distort children's sense of social-connectedness. Children with an incarcerated parent are often at a greater

[1] Glaze, L.E., and Maruschak, L.M. 2008. *Parents in Prison and Their Minor Children*. Special Report. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics.

risk for other overlapping risk factors, such as parental substance abuse, mental health issues, inadequate education, poverty, and household instability. Maintaining family ties for incarcerated individuals has generally been found to be important for both children and adults. For children, it can lessen the negative impacts associated with having an incarcerated parent, and parents may improve their behavior while incarcerated. Incarcerated parents who maintain supportive relationships with family members are more likely to successfully reintegrate into their communities upon release.[2]

This solicitation supports the development and delivery of services that foster family engagement between the incarcerated parent, child, and caregiver(s). Such services may include:

- developing and/or delivering programs that enhance the life skills of children of incarcerated parents, such as mentoring, case management, counseling, youth coaching, and academic support.

- educating parents on the benefits of positive youth development activities for their children.

- supporting the incarcerated parent's continued involvement in the lives of their minor children.

- providing services to facilitate communication between incarcerated parents and their children and caregiver, such as transportation to facilities, reading on tape, phone calls, emails, letters, and tele-visiting.

- working with facilities to implement policies that foster additional family engagement.

- facilitating peer-to-peer consultation and networking at facilities among inmates and their families to address problem solving and innovation through the exchange of information that addresses parenting and other issues.

- providing family-driven and youth-guided services that focus on enhancing the capacity of the families.

- providing comprehensive services to promote responsible civic and family engagement.

OJJDP strongly encourages applicants to consider a partnership with a local research organization that can assist with data collection, performance measurement, and local evaluations. One resource that applicants may use is the e-Consortium for University Centers and Researchers for Partnership with Justice Practitioners. The e-Consortium provides resources to local, state, federal, and other groups who seek to connect to nearby (or other) university researchers and centers on partnerships and projects that are mutually beneficial to the criminal justice community. Find the e-Consortium online here. OJJDP will expect successful applicants to coordinate with OJJDP and its partners regarding common performance measure definitions and collection.

[2] Creasie Finney Hairston, "Prisoners and Their Families: Parenting Issues During Incarceration," in Prisoners Once Removed: The Impact of Incarceration and Reentry on Children, Families and Communities, edited by Jeremy Travis and Michelle Waul (Washington, D.C.: The Urban Institute Press, 2003), 260-282.

For the purpose of this solicitation, positive youth development is defined as an intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, uses, and enhances youths' strengths; and provides opportunities, fosters positive relationships, and furnishes the support they need to build on their leadership strengths.

Successful applicants will demonstrate appropriate cultural competence and be familiar with the issues facing children of incarcerated parents.

Goals, Objectives, and Deliverables

The goals of this solicitation are to support activities that foster positive family engagement between an incarcerated parent and his or her child(ren). This solicitation also aims to provide opportunities for positive youth development and identify effective strategies and best practices that support children of incarcerated parents. In addition to engaging the parent while he or she is incarcerated, this solicitation also supports the delivery of transitional reentry services upon release.

The program will:

- develop new approaches to strengthen the relationships between children of incarcerated parents, their parents, and caregivers.

- seek to reduce behavioral infractions during incarceration and recidivism post-release of the incarcerated parent.

- provide services that foster positive youth development that may include but are not limited to mentoring, to children of incarcerated parents.

- develop innovative approaches that will enhance child/parent communication, including use of tele-visiting, emailing, letter writing, audio recordings, and transportation assistance for in-person visits.

- document best practices, lessons learned, and strategies that can be replicated.

BOP provides a wide variety of supportive services for incarcerated individuals, including reentry services, case management, and comprehensive services to address substance abuse, mental health issues, life skills (e.g., coping skills, anger management, decision making), housing needs, educational attainment, vocational training, and parenting education. This solicitation seeks to support and complement those services. Successful applicants will partner with OJJDP, BOP, and others to incorporate the families and children of incarcerated parents to enhance existing services. The solicitation will fund selected nonprofits to generate a better understanding of how youth and family-serving agencies can improve outcomes for children with a parent who is incarcerated and also improve outcomes for the incarcerated parent.

OJJDP supports the implementation and delivery of mentoring services that include one-to-one, group, and peer mentoring services. OJJDP expects successful applicants to integrate evidence-based or culturally specific mentoring principles into the mentoring services. Appendix B contains a list of evidence-based mentoring practices.

Target population. The target population for this initiative is medium- to low-risk incarcerated individuals housed at a BOP facility and their minor children. BOP will take into account safety issues and other factors, as deemed appropriate, when determining if inmates are eligible to participate in this program. The children's current caregiver(s) must consent to the child's participation in the program.

Collaboration with other federal agencies. OJJDP, BOP, and the Bureau of Justice Assistance (BJA) are collaborating closely on this Second Chance Act implementation. The agencies are also working with the National Institute of Justice to support research and evaluation activities called for in the Second Chance Act. For more information on the implementation of the Second Chance Act initiatives and frequently asked questions, visit the National Reentry Resource Center website.

Note: For those interested in submitting applications to adult offender demonstration reentry projects, visit the BJA website.

Deliverables and Allowable Use of Funds

Successful applicants will address challenges that children of incarcerated parents, the incarcerated parent(s), and the caregivers encounter and provide services to enhance the relationships between children and their incarcerated parents. Successful applicants will also provide family-driven reentry and transitional services to incarcerated parents who are released during the program. OJJDP expects the grantee to partner with the federal program team that will include representatives from BOP and OJJDP.

Successful applicants should demonstrate experience and expertise in providing services in correctional facilities to inmates. The applicant should have established partnerships with relevant stakeholders (to include community and faith-based nonprofit organizations, mentoring providers) and apply evidence-based and best practices. Such practices will promote and support effective strategies that build capacity at facilities to support activities that increase parents' engagement with their children and foster the children's healthy and positive relationships with their incarcerated parent. In the project narrative, applicants should address deliverables for a 6-month planning phase and an 18-month implementation phase of the project. In addition, successful applicants will have to produce a final report in the form of a program monograph that documents all aspects of the project from planning to implementation. The grantee will develop the monograph for OJJDP in coordination with BOP. It should document the input of local planners, project staff, researchers, correctional staff, program participants, children participants, and program specialists who have been involved in implementing or evaluating programs.

The monograph should describe the program model, goals, lessons learned, best practices, results and impact, and process for replication. Although the programs will be local in scope, each program description should provide enough information about how the successful applicant developed and implemented the program to give other communities guidance in developing similar programs in other regions across the nation.

In the project narrative, applicants should address strategies that they propose to implement during the planning and implementation phases, which may include, but is not limited, to the following:

- **Provide sustained services and programming to the children of the incarcerated inmate.** OJJDP recommends that applicants make available a comprehensive range of programs and a process to address the specific needs of children and their incarcerated parent. OJJDP expects the applicant to develop programs that are culturally sensitive and provide services based on the individual child's needs. Services may include a broad range of activities, such as supporting comprehensive services and implementation of strategies that enhance the life skills and future of the child. Successful applicants will develop a collaborative approach to providing services to this population. Depending on the specific needs of the child, OJJDP expects the applicant to coordinate with other programs and entities to provide substance abuse treatment services, mental health services, trauma-informed care, or housing services to the eligible child. Applicants may consider strategies to incorporate older youth and adults who have had incarcerated parents to serve as mentors. OJJDP expects grantees to use their award to implement activities that focus on positive youth engagement activities, family engagement activities, individual well-being activities, and mentoring.

  Services for a child of an incarcerated parent participating in this project should ideally be located in the community where the youth resides; be individualized; concentrate on school attendance and re-enrollment, if needed; focus on permanent family/guardianship connections; and recognize the diverse needs of the youth.

- **Provide a comprehensive range of services for incarcerated parents housed in federal facilities.** OJJDP recommends applicants to make available a comprehensive range of programs and a process for addressing the needs of inmates who are parents. Services may include parenting classes and developing strategies to promote positive parental involvement and engagement.

- **Collect performance measures of implementation and impact.** OJJDP expects successful applicants to collect the performance measures identified on page 16. OJJDP also expects successful applicants and their research partners to coordinate with the National Reentry Resource Center and other entities, as OJJDP identifies, to determine appropriate partners, measurement definitions, and protocols for performance measure collection. During the planning phase, OJJDP will expect successful applicants to submit baseline measures for the impact measures noted on page 19. Applicants should also address how they will implement a reliable and systematic process to collect performance measures, including whether they will partner with an individual or organization with research expertise. Applicants, when possible, should collect official records to supplement individual reports.

- **Provide mentoring.** If mentoring is provided, successful applicants should integrate evidence-based and/or culturally specific mentoring principles into the mentoring services being offered that respond to the needs of the identified youth, with a focus on promoting civic and community engagement and mental and social cognitive skills. Mentoring activities include direct one-on-one, group, or peer mentoring services. The applicant should provide a safety protocol for screening potential mentors. Examples of safety protocols include developing a policy to conduct background checks for potential staff and volunteers and developing policies and procedures to monitor staff and volunteers' interaction with program participants.

Mentoring services should support the structured relationship between an adult or trained peer and one or more youth. OJJDP does not expect mentoring to look the same across all programs; however, there are some underlying principles of quality mentoring that provide the foundation around which effective mentoring systems are developed. These principles are highlighted in Appendix A.

In many cases, the role of a mentor who works with a vulnerable mentee requires a major commitment of time on the part of the mentor. While many volunteer mentors make the time to go above and beyond investing in the lives and addressing the needs of their mentees, they often do not have the time to complete intensive training and invest the significant time required to be optimally effective in their role. Applicants may consider expanding the traditional role of a mentor to a combination of a "Friend/Case Manager/ Coach/Advocate." In such cases where the role of the mentor is expanded, grant recipients may use funds to compensate these individuals either as part or full time staff of the project.

Family engagement. OJJDP envisions a transformed juvenile justice system that recognizes and builds upon the strengths, values, and diversity of families and communities to best serve the children and youth who come into contact with the system and to improve both safety and quality of life for all. This system will honor and support families before, during, and after their children have contact with the system. Applicants should describe how the proposed program will include a family engagement component.

Evidence-based programs or practices. OJP strongly emphasizes the use of data and evidence in policy making and program development in criminal justice, juvenile justice, and crime victim services. OJP is committed to:

- improving the quantity and quality of evidence OJP generates;
- integrating evidence into program, practice, and policy decisions within OJP and the field; and
- improving the translation of evidence into practice.

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 Web site is one resource that applicants may use to find information about evidence-based programs in criminal justice, juvenile justice, and crime victim services.

Resources for civil legal aid under the Second Chance Act. Civil legal assistance can often play a critical role in addressing barriers to successful reintegration. This guidance clarifies that an allowable use of Second Chance Act funds for reentry services includes referral to and payment of legal services related to the purpose of the grant, such as: securing a driver's license, expunging criminal records, litigating inappropriate denials of housing or employment and violations of the Fair Credit Reporting Act, creating and/or modifying child support orders, and other family law services that help stabilize individuals

and families. This excludes the payment of fines or penalties associated with a driver's license suspension or the payment of child support. For more information, go here.

B. Federal Award Information

OJJDP expects to make as many as two awards for as much as $500,000 for an estimated total of $1 million for a 24-month project period, beginning on October 1, 2015.

The initial award period will be 24 months with the possibility of no-cost extensions for completion of the project, if necessary. Grantees may take as long as 6 months to complete their project planning. During the planning phase, grantees will have access to $50,000 for activities related to addressing the mandatory requirements and planning phase deliverables.

Once they complete the planning phase and OJJDP has approved satisfactory progress toward or completion of all deliverables, grantees will gain access to the remaining award balance of as much as $450,000. Grantees may then proceed into the implementation phase and complete project activities.

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

Type of award[3]. OJJDP expects to make awards from this solicitation in the form of a cooperative agreement, which is a particular type of grant used by OJJDP to have ongoing substantial involvement in award activities. See "Program-Specific Requirements, Terms, and Conditions," under section F. Federal Award Administration Information for details regarding the federal involvement anticipated under an award from this solicitation.

OJJDP expects that it will make any award from this solicitation in the form of a cooperative agreement, which is a particular type of grant used if OJJDP expects to have ongoing substantial involvement in award activities. Substantial involvement includes direct oversight and involvement with the grantee organization in implementation of the grant, but does not involve day-to-day project management. See Administrative, National Policy, and other Legal Requirements, under Section F. Federal Award Administration Information, for details regarding the federal involvement anticipated under an award from this solicitation.

Financial management and system of internal controls. If selected for funding, the award recipient must:

(a) Establish and maintain effective internal control over the federal award that provides reasonable assurance that the nonfederal entity is managing the federal award in compliance with federal statutes, regulations, and the terms and conditions of the federal award. These internal controls should be in compliance with guidance in "Standards for Internal Control in the Federal Government" issued by the Comptroller General of the United States and the "Internal Control Integrated Framework", issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

[3] See generally 31 U.S.C. §§ 6301-6305 (defines and describes various forms of federal assistance relationships, including grants and cooperative agreements (a type of grant)).

(b) Comply with federal statutes, regulations, and the terms and conditions of the federal awards.

(c) Evaluate and monitor the nonfederal entity's compliance with statute, regulations, and the terms and conditions of federal awards.

(d) Take prompt action when instances of noncompliance are identified, including noncompliance identified in audit findings.

(e) Take reasonable measures to safeguard protected personally identifiable information and other information the federal awarding agency or pass-through entity designates as sensitive or the nonfederal entity considers sensitive consistent with applicable federal, state, and local laws regarding privacy and obligations of confidentiality.

In order to better understand administrative requirements and cost principles, award applicants are encouraged to enroll, at no charge, in the Department of Justice Grants Financial Management Online Training available here.

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

Cost sharing and match requirement. This solicitation does not require a match. However, if a successful application proposes a voluntary match amount, and OJP approves the budget, the total match amount incorporated into the approved budget becomes mandatory and subject to audit.

For additional cost sharing and match information, see Section C. Eligibility Information.

Preagreement cost approvals. OJP does not typically approve preagreement costs; an applicant must request and obtain the prior written approval of OJP for all such costs. If approved, preagreement costs could be paid from grant funds consistent with a grantee's approved budget, and under applicable cost standards. However, all such costs prior to award and prior to approval of the costs are incurred at the sole risk of an applicant. Generally, no applicant should incur project costs *before* submitting an application requesting federal funding for those costs. Should there be extenuating circumstances that appear to be appropriate for OJP's consideration as preagreement costs, the applicant should contact the point of contact listed on the title page of this announcement for details on the requirements for submitting a written request for approval. See the section on Costs Requiring Prior Approval in the Financial Guide, for more 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, recipients may not use federal funds to pay total cash compensation (salary plus cash bonuses) to any employee of the award recipient at a rate that exceeds 110 percent 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.[4] The 2015 salary

[4] This limitation on use of award funds does not apply to the non-profit organizations specifically named at Appendix VIII to 2 C.F.R. part 200.

table for SES employees is available at the Office of Personnel Management website. Note: A recipient may compensate an employee at a greater 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 Assistant Attorney General for OJP may exercise discretion to waive, on an individual basis, the limitation on compensation rates allowable under an award. An applicant requesting a waiver should include a detailed justification in the budget narrative of the 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 the budget.

The justification should include the particular qualifications and expertise of the individual, the uniqueness of the service the individual will provide, 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.

Prior approval, planning, and reporting of conference/meeting/training costs. OJP strongly encourages applicants that propose to use award funds for any conference-, meeting-, or training-related activity to review carefully – before submitting an application – the OJP policy and guidance on "conference" approval, planning, and reporting. OJP policy and guidance (1) encourage minimization of conference, meeting, and training costs; (2) require prior written approval (which may affect project timelines) of most such costs for cooperative agreement recipients and of some such costs for grant recipients; and (3) set cost limits, including a general prohibition of all food and beverage costs.

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 for individuals with limited English proficiency may be allowable. 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" webpage.

C. Eligibility Information

For additional eligibility information, see the title page.

Cost sharing and match requirement. For additional information on cost sharing and match requirement, see Section B. Federal Award Information.

Limit on number of application submissions. If an applicant submits multiple versions of the same application, OJJDP will review only the most recent system-validated version submitted. For more information on system-validated versions, see How To Apply.

D. Application and Submission Information

What an Application Should Include

Applicants should anticipate that if they fail to submit an application that contains all of the specified elements, it may negatively affect the review of their application; and, should a decision be made to make an award, it may result in the inclusion of special conditions that preclude the recipient from accessing or using award funds pending satisfaction of the conditions.

Moreover, applicants should anticipate that applications that are determined to be nonresponsive to the scope of the solicitation, or that do not include the application elements that OJJDP has designated 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 and Budget Narrative, and Memorandum of Understanding with any identified project partners.

Applicants may combine the Budget Narrative and the Budget Detail Worksheet in one document. However, if an applicant submits only one budget document, it must contain **both** narrative and detail information. Please review the "Note on File Names and File Types" under "How To Apply" to be sure applications are submitted in permitted formats.

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

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

The SF-424 is a required standard form used as a cover sheet for submission of pre-applications, applications, and related information. Grants.gov and OJP's Grants Management System (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).

Intergovernmental review. This funding opportunity (program) **is not** subject to Executive Order 12372. (In completing the SF-424, applicants are to make the appropriate selection in response to question 19 to indicate that the "Program is not covered by E.O. 12372.")

2. Project Abstract

Applications should include a high-quality project abstract that summarizes the proposed project in 400 words or less. Project abstracts should be:

- written for a general public audience.
- submitted as a separate attachment with "Project Abstract" as part of its file name.
- single-spaced, using a standard 12-point font (Times New Roman) with 1-inch margins.

As a separate attachment, the project abstract will **not** count against the page limit for the program narrative.

The abstract should briefly describe the project's purpose, the population to be served, the number of youth proposed to be served, and the activities that the applicant will implement to achieve the project's goals and objectives. The abstract should include a description of the partnership required to meet the eligibility. The abstract should describe how the applicant will measure progress toward these goals. The abstract should indicate whether the applicant will use any portion of the project budget to conduct research as described in Note on Project Evaluations on page 19. All project abstracts should follow the detailed template.

Permission to share project abstract with the public. It is unlikely that OJJDP will be able to fund all promising applications submitted under this solicitation, but it may have the opportunity to share information with the public regarding promising but unfunded applications, for example, through a listing on a webpage available to the public. This public posting would allow other possible funders to become aware of such proposals.

The abstract template asks applicants to indicate whether they give OJP permission to share their project abstract (including contact information) with the public. Granting (or failing to grant) this permission will not affect OJP's funding decisions, and, if the application is not funded, granting permission will not guarantee that abstract information will be shared, nor will it guarantee funding from any other source.

Note: OJP may choose not to list a project that otherwise would have been included in a listing of promising but unfunded applications, should the abstract fail to meet the format and content requirements noted above and outlined in the project abstract template.

3. 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 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 Additional 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, OJJDP may consider such noncompliance in peer review and in final award decisions.

The following sections should be included as part of the program narrative.

a. **Statement of the problem.** Applicants should briefly describe the need for their program based on the goals and objectives identified in the Goals, Objectives, and Deliverables Section on page 6. The applicant should use data to provide evidence that the need exists, demonstrate the size and scope of the need, and document the effects of the need on the target population and the larger community. Applicants

should describe the target population and any previous or current attempts to address the need.

b. **Project design and implementation.** Applicants should detail how their proposed program will operate throughout the funding period and describe the strategies that they will use to achieve the goals and objectives identified on page 6. OJJDP encourages applicants to select evidence-based practices for their programs.

Provide mentoring services for at-risk, high-risk, or underserved youth. Applicants should outline how their core mentoring practices align with each of the standards in the Elements of Effective Practice for Mentoring, as highlighted on OJJDP's National Mentoring Resource Center website. These elements include recruitment, screening, training, matching, monitoring and support, and closure.

Enhance mentoring services to implement additional research- and evidence-based practice(s). Applicants should address how they will implement new program services, practices, or resources to enhance their current practices. As a resource, applicants should review the "What Works in Mentoring" section of the OJJDP National Mentoring Resource Center to inform the selection of these enhancements for implementation.

Logic model. Applicants may 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 here.

Timeline. Applicants should submit a realistic timeline 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.")

The timeline may be submitted as part of the narrative or in a separate attachment document.

c. **Capabilities and competencies.** This section should describe the experience and capability of the applicant organization and any contractors or subgrantees 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. Applicants should highlight their experience/capability/capacity to manage subawards, including details on their system for fiscal accountability. Management and staffing patterns should be clearly connected to the project design described in the previous section. Applicants should describe the roles and responsibilities of project staff and explain the program's organizational structure and operations. Applicants should include a copy of the organizational chart showing how their organization operates, including who manages the finances; how they manage subawards, if there are any; and the management of the project proposed for funding.

Letters of support/memoranda of understanding. If submitting an application with partners, 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 percent of time that the partner will devote to the planning and operation of the project.

d. Plan for collecting the data required for this solicitation's performance measures. OJJDP does not require applicants to submit performance measures data with their applications. Performance measures (see Performance Measures below) are included as an alert that OJJDP will require successful applicants to submit specific data as part of their reporting requirements. 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.

Performance measures. To assist the Department with fulfilling its responsibilities under the Government Performance and Results Act of 1993 (GPRA), 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. OJP will require any award recipient, post award, to provide the data requested in the "Data Grantee Provides" column so that OJP can calculate values for the "Performance Measures" column. OJJDP will require award recipients to submit semiannual performance metrics of relevant data through the Data Reporting Tool (DCTAT) located at www.ojjdp-dctat.org/. Performance measures for this solicitation are as follows:

Objective	Performance Measure	Description	Data Grantee Provides
To improve outcomes for children with incarcerated parents by facilitating access to effective services that can strengthen the relationship between incarcerated parents and their children.	Number of parents, children, and families enrolled during the reporting period.	The intent of this indicator is to measure the change in the number of families **enrolled** in the program.	Number of incarcerated fathers and mothers (by gender, race, and ethnicity) **enrolled** in the program during the reporting period. Number of children with incarcerated parents enrolled in the program during the reporting period. Number of families enrolled in the program during the reporting period.

	Number of program parents, children, and families served during the reporting period.	An unduplicated count of the number of the parents, children, and families **served** by the program during the reporting period. The number of families served for a reporting period is the number of program families carried over from the previous reporting period, **plus** new admissions during the reporting period.	Number of program fathers and mothers, children, and families (by gender, race and ethnicity) carried over from the previous reporting period. New admissions during the reporting period.
	Number and percentage of families served with whom an evidence-based practice or program was used.	The number and percentage of families with whom an evidence-based practice was used. Evidence-based practice or programs include interventions that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing offending behaviors or related risk factors. Identification of evidence-based programs and practices can come from many valid sources (e.g., OJJDP's Model Programs Guide, CrimeSolutions.gov, Blueprints for Violence Prevention, SAMHSA's Model Programs, State model program resources, etc.).	Number of families (by gender, race, and ethnicity) served using an evidence-based practice or program during the reporting period. The number of families (by gender, race, and ethnicity) served during the reporting period.
	Number of services provided to families.	This measure is designed to assess both need and program capacity. Report the number of families who are **assessed** as needing various types of services during the reporting period, and also the number of families who **actually receive** various services during the reporting period.	Number of families (by gender, race, and ethnicity) assessed as needing various types of services during the reporting period. Number of families (by gender, race, and ethnicity) enrolled in various services during the reporting period.

	Number and percentage of parents and children exhibiting desired change in the targeted behavior.	The number and percentage of fathers and mothers who have exhibited a desired change in the targeted behavior during the reporting period. The behavior targeted may include positive parenting behaviors, engagement in workforce development, or treatment participation. The number and percentage of children who exhibited a desired change in the targeted behavior during the reporting period. The behaviors targeted may include a variety of risk factor reductions or prosocial improvements such as a gang resistance, substance abuse, school engagement, prosocial friendships, or mental health).	Number of fathers and mothers (by gender, race, and ethnicity) served during the reporting period with the noted behavioral change. Total number of fathers and mothers (by gender, race, and ethnicity) receiving services for the target behavior during the reporting period. Number of children (by gender, race, and ethnicity) served during the reporting period with the noted behavioral change. Total number of children (by gender, race, and ethnicity) receiving services for the target behavior during the reporting period.
	Number and percentage of participants completing program requirements.	The number and percent of participants who have successfully fulfilled all program obligations and requirements. This does not include participants 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. The total number of participants includes those who have exited successfully as well as those who have exited unsuccessfully. Program records are the preferred data source.	Number of participants (by gender, race, and ethnicity) who exited the program having completed program requirements. Total number of participants (by gender, race, and ethnicity) who exited the program during the reporting period (either successfully or unsuccessfully).
	Increase in 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. Program records are the preferred data source.	The increase in number of program mentors recruited (ready for training) during the reporting period.

	Number and percent of program mentors successfully completing training.	The number and percent of program mentors successfully completing training during the reporting period. Program records are the preferred data source.	Number of program mentors successfully completing training during the reporting period. Total number of program mentors who began training during the reporting period.
	Mentor Retention	The number of program mentors retained by the program within the reporting period. Program records are the preferred data source.	Number of mentors who have left the program during the reporting period. Total number of mentors in the program at the beginning of the reporting period.
	Number and percentage of trained program mentors with increased knowledge of the program.	The number of trained program mentors demonstrating increased knowledge of the program during the reporting period. Program records are the preferred data source.	Number of trained program mentors demonstrating increased knowledge of the program during the reporting period. Number of trained program mentors.

Note on project evaluations. Applicants that propose to use funds awarded through this solicitation to conduct project evaluations should be aware that certain project evaluations (such as systematic investigations designed to develop or contribute to generalizable knowledge) may constitute "research" for purposes of applicable DOJ human subjects' protection regulations. However, project evaluations that are intended only to generate internal improvements to a program or service, or are conducted only to meet OJP's performance measure data reporting requirements likely do not constitute "research." Applicants should provide sufficient information for OJP to determine whether the particular project they propose would either intentionally or unintentionally collect and/or use information in such a way that it meets the DOJ regulatory definition of research.

Research, for the purposes of human subjects protections for OJP-funded programs, is defined as, "a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge" 28 C.F.R. § 46.102(d). For additional information on determining whether a proposed activity would constitute research, see the decision tree to assist applicants on the "Research and the Protection of Human Subjects" section of the OJP "Other Requirements for OJP Applications" webpage. Applicants whose proposals may involve a research or statistical component also should review the "Confidentiality" section on that Web page.

4. 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.

For questions pertaining to budget and examples of allowable and unallowable costs, see the Financial Guide.

a. Budget Detail Worksheet. A sample Budget Detail Worksheet can be found here. Applicants that submit their budget in a different format should include the budget categories listed in the sample budget worksheet.

For questions pertaining to budget and examples of allowable and unallowable costs, see the OJP Financial Guide.

b. Budget Narrative. The budget narrative should thoroughly and clearly describe every category of expense listed in the Budget Detail Worksheet. OJP expects proposed budgets to be complete, cost effective, and allowable (e.g., reasonable, allocable, and necessary for project activities).

Applicants should demonstrate in their budget narratives how they will maximize cost effectiveness of grant expenditures. Budget narratives should generally describe cost effectiveness in relation to potential alternatives and the goals of the project. For example, a budget narrative should detail why planned in-person meetings are necessary, or how technology and collaboration with outside organizations could be used to reduce costs, without compromising quality.

The narrative should be mathematically sound and correspond with the information and figures provided 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.

c. Noncompetitive procurement contracts in excess of simplified acquisition threshold. If an applicant proposes to make one or more noncompetitive procurements of products or services, where the noncompetitive procurement will exceed the simplified acquisition threshold (also known as the small purchase threshold), which is currently set at $150,000, the application should address the considerations outlined in the OJP Financial Guide.

d. Preagreement cost approvals. Costs incurred prior to the start date of the award may be charged to the project only if the award recipient receives prior approval from the awarding agency. Grant recipients are required to submit a request for approval of preagreement costs to the program office head. The request is approved by the program office head, with the coordination of OCFO. OCFO reviews the expenditures in conjunction with the proposed budget categories to ensure costs are in compliance with grant guidelines and allowable under federal regulations.

The agreement does not guarantee current or future funding. The preagreement cost letter only authorizes the specified funds to be expended for tasks that are included in the application and budget currently pending final approvals. Award activities and expenditures must comply with the financial and administrative requirements set

forth in the current edition of the OJP Financial Guide. The grant recipient will be responsible for the initial financing of these tasks and will be reimbursed for these costs subject to final budget approval and issuance of the award. All costs incurred prior to the final budget approval are incurred at the risk of the grant recipient.

Applicants must obtain written approval or authorization for preagreement costs, as specified in Title 2 Code of Federal Regulations (CFR) Par 220 (Educational Institutions) [PDF – 348 Kb], Title 2 CFR Part 225 (State, Local, and Indian Tribal Governments) [PDF – 288 Kb], or Title 2 CFR Part 230 (Non-Profit Organizations) [PDF – 276 Kb], as costs that are allowable only with approval of the awarding agency or costs that contain special limitations (such as expenditure ceilings).

All conferences (defined broadly to include meetings, retreats, seminars, symposiums, events, and group training activity) conducted by cooperative agreement recipients or contractors that OJP funds must receive written prior approval. An approved award budget is not prior approval. All prior approval requests must be submitted within the required number of days (90 or 120) in advance of the start date of the event. See Chapter 3.10: Prior Approval of the OJP Financial Guide, for more information.

5. Indirect Cost Rate Agreement (if applicable)

Indirect costs are allowed only if the applicant has a current federally approved indirect cost rate. (This requirement does not apply to units of local government.) Attach a copy of the federally approved indirect cost rate agreement to the application. Applicants that do not have an approved rate may request one through their 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. For the definition of Cognizant Federal Agency, see the "Glossary of Terms" in the Financial Guide. For assistance with identifying your cognizant agency, contact the Customer Service Center at 1-800-458-0786 or at ask.ocfo@usdoj.gov. If DOJ is the cognizant federal agency, applicants may obtain information needed to submit an indirect cost rate proposal here.

6. Tribal Authorizing Resolution (if applicable)

Tribes, tribal organizations, or third parties proposing to provide direct services or assistance to residents on tribal lands should include in their applications a resolution, a letter, affidavit, or other documentation, as appropriate, that certifies that the applicant has the legal authority from the tribe(s) to implement the proposed project on tribal lands. In those instances when an organization or consortium of tribes applies for a grant on behalf of a tribe or multiple specific tribes, the application should include appropriate legal documentation, as described above, from all tribes that would receive services or assistance 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 an authorizing resolution or comparable legal documentation from each tribal governing body) may submit, instead, a copy of its consortium bylaws with the application.

Applicants unable to submit an application that includes a fully-executed (i.e., signed) copy of appropriate legal documentation, as described above, consistent with the applicable tribe's governance structure, should, at a minimum, submit an unsigned, draft

version of such legal documentation as part of its application (except for cases in which, with respect to a tribal consortium applicant, consortium bylaws allow action without the support of all consortium member tribes). If selected for funding, OJJDP will make use of and access to funds contingent on receipt of the fully executed legal documentation.

7. Applicant Disclosure of High Risk Status

Applicants are to disclose whether they are currently designated high risk by another federal grant making agency. This includes any status requiring additional oversight by the federal agency due to past programmatic or financial concerns. If an applicant is designated high risk by another federal grant making agency, you must email the following information to OJPComplianceReporting@usdoj.gov at the time of application submission:

- The federal agency that currently designated the applicant as high risk;
- Date the applicant was designated high risk;
- The high risk point of contact name, phone number, and email address, from that federal agency; and
- Reasons for the high risk status;

OJP seeks this information to ensure appropriate federal oversight of any grant award. Unlike the Excluded Parties List, this high risk information does not disqualify any organization from receiving an OJP award. However, additional grant oversight may be included, if necessary, in award documentation.

8. Additional Attachments

Applicants should submit the following information, as stipulated in the cited pages, as attachments to their applications. 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.

a. Applicant disclosure of pending applications. Applicants are to disclose whether they have pending applications for federally funded grants or subgrants (including cooperative agreements) that include requests for funding to support the same project being proposed under this solicitation and will cover the identical cost items outlined in the budget narrative and worksheet in the application under this solicitation. The disclosure should include both direct applications for federal funding (e.g., applications to federal agencies) and indirect applications for such funding (e.g., applications to State agencies that will subaward federal funds).

OJP seeks this information to help avoid any inappropriate duplication of funding. Leveraging multiple funding sources in a complementary manner to implement comprehensive programs or projects is encouraged and is not seen as inappropriate duplication.

Applicants that have pending applications as described above are to provide the following information about pending applications submitted within the last 12 months:

- the Federal or State funding agency
- the solicitation name/project name
- the point of contact information at the applicable funding agency.

Federal or State Funding Agency	Solicitation Name/ Project Name	Name/Phone/E-mail for Point of Contact at Funding Agency
DOJ/COPS	COPS Hiring Program	Jane Doe, 202/000-0000; jane.doe@usdoj.gov
HHS/ Substance Abuse & Mental Health Services Administration	Drug Free Communities Mentoring Program/ North County Youth Mentoring Program	John Doe, 202/000-0000; john.doe@hhs.gov

SAMPLE

Applicants should include the table as a separate attachment, with the file name "Disclosure of Pending Applications," to their application. Applicants that do not have pending applications as described above are to include a statement to this effect in the separate attachment page (e.g., "[Applicant Name on SF-424] does not have pending applications submitted within the last 12 months for federally funded grants or subgrants (including cooperative agreements) that include requests for funding to support the same project being proposed under this solicitation and will cover the identical cost items outlined in the budget narrative and worksheet in the application under this solicitation.").

b. Research and evaluation independence and integrity. If a proposal involves research and/or evaluation, regardless of the proposal's other merits, in order to receive funds, the applicant must demonstrate research/evaluation independence, including appropriate safeguards to ensure research/evaluation objectivity and integrity, both in this proposal and as it may relate to the applicant's other current or prior related projects. This documentation may be included as an attachment to the application which addresses BOTH i. and ii. below.

i. For purposes of this solicitation, applicants must document research and evaluation independence and integrity by including, at a minimum, one of the following two items:

a. A specific assurance that the applicant has reviewed its proposal to identify any research integrity issues (including all principal investigators and sub-recipients) and it has concluded that the design, conduct, or reporting of research and evaluation funded by OJJDP grants, cooperative agreements, or contracts will not be biased by any personal or financial conflict of interest on the part of part of its staff, consultants, and/or sub-recipients responsible for the research and evaluation or on the part of the applicant organization;

OR

b. A specific listing of actual or perceived conflicts of interest that the applicant has identified in relation to this proposal. These conflicts could be either

personal (related to specific staff, consultants, and/or sub-recipients) or organizational (related to the applicant or any subgrantee organization). Examples of potential investigator (or other personal) conflict situations may include, but are not limited to, those in which an investigator would be in a position to evaluate a spouse's work product (actual conflict), or an investigator would be in a position to evaluate the work of a former or current colleague (potential apparent conflict). With regard to potential organizational conflicts of interest, as one example, generally an organization could not be given a grant to evaluate a project if that organization had itself provided substantial prior technical assistance to that specific project or a location implementing the project (whether funded by OJP or other sources), as the organization in such an instance would appear to be evaluating the effectiveness of its own prior work. The key is whether a reasonable person understanding all of the facts would be able to have confidence that the results of any research or evaluation project are objective and reliable. Any outside personal or financial interest that casts doubt on that objectivity and reliability of an evaluation or research product is a problem and must be disclosed.

ii. In addition, for purposes of this solicitation applicants must address the issue of possible mitigation of research integrity concerns by including, at a minimum, one of the following two items:

a. If an applicant reasonably believes that no potential personal or organizational conflicts of interest exist, then the applicant should provide a brief narrative explanation of how and why it reached that conclusion. Applicants MUST also include an explanation of the specific processes and procedures that the applicant will put in place to identify and eliminate (or, at the very least, mitigate) potential personal or financial conflicts of interest on the part of its staff, consultants, and/or sub-recipients for this particular project, should that be necessary during the grant period. Documentation that may be helpful in this regard could include organizational codes of ethics/conduct or policies regarding organizational, personal, and financial conflicts of interest.

OR

b. If the applicant has identified specific personal or organizational conflicts of interest in its proposal during this review, the applicant must propose a specific and robust mitigation plan to address conflicts noted above. At a minimum, the plan must include specific processes and procedures that the applicant will put in place to eliminate (or, at the very least, mitigate) potential personal or financial conflicts of interest on the part of its staff, consultants, and/or sub-recipients for this particular project, should that be necessary during the grant period. Documentation that may be helpful in this regard could include organizational codes of ethics/conduct or policies regarding organizational, personal, and financial conflicts of interest. There is no guarantee that the plan, if any, will be accepted as proposed.

Considerations in assessing research and evaluation independence and integrity will include, but are not be limited to, the adequacy of the applicant's efforts to identify

factors that could affect the objectivity or integrity of the proposed staff and/or the organization in carrying out the research, development, or evaluation activity; and the adequacy of the applicant's existing or proposed remedies to control any such factors.

c. logic model (see Logic Model, page 15)

d. timeline or milestone chart (see Timeline, page 15)

e. résumés of all key personnel

f. job descriptions outlining roles and responsibilities for all key positions

g. letters of support/memoranda of understanding from partner organizations (see Letters of Support/Memoranda of Understanding, page 15)

h. evidence of nonprofit status, e.g., a copy of the tax exemption letter from the Internal Revenue Service, if applicable.

9. Financial Management and System of Internal Controls Questionnaire

In accordance with 2 CFR 200.205, Federal agencies must have in place a framework for evaluating the risks posed by applicants before they receive a Federal award. To facilitate part of this risk evaluation, **all** applicants (other than an individual) are to download, complete, and submit this form.

10. Disclosure of Lobbying Activities

All applicants must complete this information. Applicants that expend any funds for lobbying activities are to provide the detailed information requested on the form Disclosure of Lobbying Activities (SF-LLL). Applicants that do not expend any funds for lobbying activities are to enter "N/A" in the text boxes for item 10 ("a. Name and Address of Lobbying Registrant" and "b. Individuals Performing Services").

How To Apply

Applicants must register in, and submit applications through Grants.gov, a "one-stop storefront" to find federal funding opportunities and apply for funding. Find complete instructions on how to register and submit an application at www.Grants.gov. Applicants that experience technical difficulties during this process should call the Grants.gov Customer Support Hotline at **800**-**518**-**4726** or **606–545–5035**, 24 hours a day, 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 several weeks** for first-time registrants to receive confirmation and a user password. OJP encourages applicants to **register several weeks before** the application submission deadline. In addition, OJP urges applicants to submit applications 72 hours prior to the application due date to allow time to receive validation messages or rejection notifications from Grants.gov, and to correct in a timely fashion any problems that may have caused a rejection notification.

OJJDP strongly encourages all prospective applicants to sign up for Grants.gov email notifications regarding this solicitation. If this solicitation is cancelled or modified, individuals

who sign up with Grants.gov for updates will be notified.

Note on file names and file types: Grants.gov only permits the use of certain specific characters in names of attachment files. Valid file names may include only the characters shown in the table below. Grants.gov is designed to reject any application that includes an attachment(s) with a file name that contains any characters not shown in the table below. Grants.gov is designed to forward successfully submitted applications to OJP's Grants Management System (GMS).

Characters	Special Characters		
Upper case (A – Z)	Parenthesis ( )	Curly braces { }	Square brackets [ ]
Lower case (a – z)	Ampersand (&)	Tilde (~)	Exclamation point (!)
Underscore (__)	Comma (,)	Semicolon (;)	Apostrophe (')
Hyphen (-)	At sign (@)	Number sign (#)	Dollar sign ($)
Space	Percent sign (%)	Plus sign (+)	Equal sign (=)
Period (.)	**When using the ampersand (&) in XML, applicants must use the "&" format.**		

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." GMS may reject applications with files that use these extensions. It is important to allow time to change the type of file(s) if the application is rejected.

All applicants are required to complete the following steps:

OJP may not make a federal award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements. If an applicant has not fully complied with the requirements by the time the federal awarding agency is ready to make a federal award, the federal awarding agency may determine that the applicant is not qualified to receive a federal award and use that determination as a basis for making a federal award to another applicant.

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 a supplement to an existing award. A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and differentiating 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. Call Dun and Bradstreet at 866–705–5711 to obtain a DUNS number or apply online at www.dnb.com. A DUNS number is usually received within 1-2 business days.

2. **Acquire registration with the System for Award Management (SAM).** SAM is the repository for standard information about federal financial assistance applicants, recipients, and subrecipients. OJP requires all applicants (other than individuals) for federal financial assistance to maintain current registrations in the SAM database. Applicants must be registered in SAM to successfully register in Grants.gov. Applicants must **update or renew their SAM registration annually** to maintain an active status.

Applications cannot be successfully submitted in Grants.gov until Grants.gov receives the SAM registration information. **The information transfer from SAM to Grants.gov can take up to 48 hours.** OJP recommends that the applicant register or renew registration with SAM as early as possible.

Information about SAM registration procedures can be accessed at www.sam.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 here.

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 an organization can have more than one AOR.

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 16.831, titled "Children of Incarcerated Parents" and the funding opportunity number is OJJDP-2015-4236.

6. **Submit a valid 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 two notifications from Grants.gov. The first will confirm the receipt of the application and the second will state whether the application has been successfully validated, or rejected due to errors, with an explanation. It is possible to first receive a message indicating that the application is received and then receive a rejection notice a few minutes or hours later. Submitting well ahead of the deadline provides time to correct the problem(s) that caused the rejection. **Important:** OJP urges applicants to submit applications **at least 72 hours prior** to the application due date to allow time to receive validation messages or rejection notifications from Grants.gov, and to correct in a timely fashion any problems that may have caused a rejection notification.

   Click here for further details on DUNS, SAM, and Grants.gov registration steps and timeframes.

Note: Duplicate applications. If an applicant submits multiple versions of the same application, OJJDP will review only the most recent system-validated version submitted.

Experiencing Unforeseen Grants.gov Technical Issues

Applicants that experience unforeseen Grants.gov technical issues beyond their control that prevent them from submitting their application by the deadline must contact the Grants.gov Customer Support Hotline or the SAM Help Desk to report the technical issue and receive a tracking number. Then applicant must e-mail the OJJDP contact identified in the Contact Information section on page 2 **within 24 hours after the application deadline** and request approval to submit their application. The e-mail must describe the technical difficulties, and include a timeline of the applicant's submission efforts, the complete grant application, the

applicant's DUNS number, and any Grants.gov Help Desk or SAM tracking number(s). **Note: OJJDP does not automatically approve requests.** After the program office reviews the submission, and contacts the Grants.gov or SAM Help Desks to validate the reported technical issues, OJP will inform the applicant whether the request to submit a late application has been approved or denied. If OJP determines that the applicant failed to follow all required procedures, which resulted in an untimely application submission, OJP will deny the applicant's request to submit their application.

The following conditions are generally insufficient to justify late submissions:

- failure to register in SAM or Grants.gov in sufficient time
- failure to follow Grants.gov instructions on how to register and apply as posted on its website
- failure to follow each instruction in the OJP solicitation
- technical issues 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 webpage.

E. Application Review Information

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 (20 percent)
2. Project Design and Implementation (40 percent)
3. Capabilities and Competencies (20 percent)
4. Plan for Collecting the Data Required for this Solicitation's Performance Measures (10 percent)
5. Budget: complete, cost effective, and allowable (e.g., reasonable, allocable, and necessary for project activities). Budget narratives should generally demonstrate how applicants will maximize cost effectiveness of grant expenditures. Budget narratives should demonstrate cost effectiveness in relation to potential alternatives and the goals of the project.[5] (10 percent)

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.

[5] Generally speaking, a reasonable cost is a cost that, in its nature or amount, does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs.

Peer reviewers will review the applications submitted under this solicitation that meet basic minimum requirements. For purposes of assessing whether applicants have met basic minimum requirements, OJP screens applications for compliance with specified program requirements to help determine which applications should proceed to further consideration for award. Although program requirements may vary, the following are common requirements applicable to all solicitations for funding under OJP grant programs:

- Applications must be submitted by an eligible type of applicant
- Applications must request funding within programmatic funding constraints (if applicable)
- Applications must be responsive to the scope of the solicitation
- Applications must include all items designated as "critical elements"
- Applicants will be checked against the General Services Administration's Excluded Parties List

For a list of critical elements, see "What an Application Should Include" under Section D. Application and Submission Information.

OJJDP may use internal peer reviewers, external peer reviewers, or a combination, to assess applications meeting basic minimum requirements on technical merit using the solicitation's selection criteria. 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. A peer review panel will evaluate, score, and rate applications that meet basic minimum requirements. Peer reviewers' ratings and any resulting recommendations are advisory only, although their views are considered carefully. 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 under prior OJJDP and OJP awards, and available funding.

OJP reviews applications for potential discretionary awards to evaluate the risks posed by applicants before they receive an award. This review may include but is not limited to the following:

1. Financial stability and fiscal integrity
2. Quality of management systems and ability to meet the management standards prescribed in the Financial Guide
3. History of performance
4. Reports and findings from audits
5. The applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities
6. Proposed costs to determine if the Budget Detail Worksheet and Budget Narrative accurately explain project costs, and whether those 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 may consider factors including, but not limited to, peer review ratings, underserved populations, geographic diversity, strategic priorities, past performance under prior OJJDP and OJP awards, and available funding when making awards.

F. Federal Award Administration Information

Federal Award Notices

OJP award notification will be sent from the OJP Grants Management System. Recipients will be required to login; accept any outstanding assurances and certifications on the award; designate financial points of contact; and review, sign, and accept the award. The award acceptance process involves physical signature of the award document by the authorized representative and the scanning of the fully-executed award document to OJP.

Administrative, National Policy, and Other Legal Requirements

If selected for funding, in addition to implementing the funded project consistent with the agency-approved project proposal and budget, the recipient must comply with award terms and conditions, and other legal requirements, including but not limited to OMB, DOJ, or other federal regulations that will be included in the award, incorporated into the award by reference, or are otherwise applicable to the award. OJP strongly encourages prospective applicants to review the information pertaining to these requirements **prior** to submitting an application. To assist applicants and recipients in accessing and reviewing this information, OJP has placed pertinent information on its Solicitation Requirements page of the OJP Funding Resource Center.
Note in particular the following two forms, which applicants must accept in GMS prior to the receipt of any award funds, as each details legal requirements with which applicants must provide specific assurances and certifications of compliance. Applicants may view these forms in the Apply section of the OJP Funding Resource Center and are strongly encouraged to review and consider them carefully prior to making an application for OJP grant funds.

- Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements

- Standard Assurances

Upon grant approval, OJP electronically transmits (via GMS) the award document to the prospective award recipient. In addition to other award information, the award document contains award terms and conditions that specify national policy requirements[6] with which recipients of federal funding must comply; uniform administrative requirements, cost principles, and audit requirements; and program-specific terms and conditions required based on applicable program (statutory) authority or requirements set forth in OJP solicitations and program announcements, and other requirements that may be attached to appropriated funding. For example, certain efforts may call for special requirements, terms, or conditions relating to intellectual property, data/information-sharing or -access, or information security; or audit requirements, expenditures and milestones, or publications and/or press releases. OJP also may place additional terms and conditions on an award based on its risk assessment of the applicant, or for other reasons it determines necessary to fulfill the goals and objectives of the program.

[6] See generally 2 C.F.R. 200.300 (provides a general description of national policy requirements typically applicable to recipients of federal awards, including the Federal Funding Accountability and Transparency Act of 2006 (FFATA)).

Prospective applicants may access and review the text of mandatory conditions OJP includes in all OJP awards, as well as the text of certain other conditions, such as administrative conditions, via Mandatory Award Terms and Conditions page of the OJP Funding Resource Center.

Program-Specific Requirements, Terms, and Conditions

Recipients of an award under this program should anticipate that the following special award terms and conditions will be included in the award:

As stated above, OJJDP expects that it will make any award from this solicitation in the form of a cooperative agreement. Cooperative agreement awards include standard "federal involvement" conditions that describe the general allocation of responsibility for execution of the funded program. Generally-stated, under cooperative agreement awards, responsibility for the day-to-day conduct of the funded project rests with the recipient in implementing the funded and approved proposal and budget, and the award terms and conditions. Responsibility for oversight and redirection of the project, if necessary, rests with OJJDP. OJJDP's role will include the following tasks:

- reviewing and approving major work plans, including changes to such plans, and key decisions pertaining to project operations.
- reviewing and approving major project-generated documents and materials used in the provision of project services.
- providing guidance in significant project planning meetings and participating in project sponsored training events or conferences.

In addition to any "federal involvement" condition(s), OJP cooperative agreement awards include a special condition specifying certain reporting requirements required in connection with conferences, meetings, retreats, seminars, symposium, training activities, or similar events funded under the award, consistent with OJP policy and guidance on "conference" approval, planning, and reporting.

General Information About Post-Federal Award Reporting Requirements

Recipients must submit quarterly financial reports, semi-annual progress reports, a final progress report, and, if applicable, an annual audit report in accordance with 2 CFR Part 200. Future awards and fund drawdowns may be withheld if reports are delinquent.

Special Reporting requirements may be required by OJP depending on the statutory, legislative or administrative requirements of the recipient or the program.

G. Federal Awarding Agency Contact(s)

For additional Federal Awarding Agency Contact(s), see the title page.

For additional contact information for Grants.gov, see the title page.

H. Other Information

Provide Feedback to OJP

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

IMPORTANT: This e-mail is for feedback and suggestions only. Replies are **not** sent from this mailbox. If you have specific questions on any program or technical aspect of the solicitation, **you must** directly contact the appropriate number or e-mail listed on the front of this solicitation document. These contacts are provided to help ensure that you can directly reach an individual who can address your specific questions in a timely manner.

If you are interested in being a reviewer for other OJP grant applications, please e-mail your resume to ojppeerreview@lmbps.com. The OJP Solicitation Feedback email account will not forward your resume. **Note:** Neither you nor anyone else from your organization can be a peer reviewer in a competition in which you or your organization have submitted an application.

Application Checklist

OJJDP FY 2015 Second Chance Act Strengthening Families and Children of Incarcerated Parents

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

What an Applicant Should Do:

Prior to Registering in Grants.gov:
_____Acquire a DUNs Number (see page 26)
_____Acquire or renew registration with SAM (see page 26)
To Register with Grants.gov:
_____Acquire AOR and Grants.gov username/password (see page 27)
_____Acquire AOR confirmation from the E-Biz POC (see page 27)
To Find Funding Opportunity:
_____Search for the Funding Opportunity on Grants.gov (see page 27)
_____Download Funding Opportunity and Application Package
_____Sign up for Grants.gov email notifications (optional) (see page 25*)*
_____Read **Important Notice: Applying for Grants in Grants.gov**
_____After application submission, receive Grants.gov email notifications that (1) application has been received, (2) application has been validated or rejected (see page 27)
_____If no Grants.gov receipt, and validation or error notifications are received, contact OJJDP regarding experiencing technical difficulties (see page 27)

General Requirements:

_____Review "Other Requirements" webpage

Scope Requirement:

_____The federal amount requested is within the allowable limit(s) of as much as $500,000.

Eligibility Requirement:

_____Nonprofit organization, including faith-based, tribal, and community nonprofit organization, or federally recognized Indian tribe with a demonstrable history of providing community-based reentry programs and services to children of incarcerated parents.

What an Application Should Include:

_____Application for Federal Assistance (SF-424) (see page 13)
_____Project Abstract (see page 13)
_____Program Narrative (see page 14)
_____Budget Detail Worksheet and Narrative (see page 19*)*
  _____Employee Compensation Waiver request and justification (see page 11)
  _____Read OJP policy and guidance on "conference" approval, planning, and reporting (see page 12)
_____Disclosure of Lobbying Activities (SF-LLL) (see page 25)
_____Indirect Cost Rate Agreement (if applicable) (see page 21)

_____Tribal Authorizing Resolution (if applicable) (see page 21)
_____Applicant Disclosure of High Risk Status (see page 22)
_____ Additional Attachments (see page 22)
_____Applicant Disclosure of Pending Applications
_____Research and Evaluation Independence and Integrity
_____ logic model
_____ timeline or milestone chart
_____ résumés of all key personnel
_____ job descriptions outlining roles and responsibilities for all key positions
_____ letters of support/memoranda of understanding from partner organizations
_____ evidence of nonprofit status, e.g., a copy of the tax exemption letter from the Internal Revenue Service, if applicable.
_____Financial Management and System of Internal Controls Questionnaire (see page 25)

Appendix A: Evidence-Based Mentoring Practices

Under this solicitation, OJJDP supports the provision of mentoring services to children of incarcerated parents. Applicants should address how their mentoring program has the following practices in place that are likely to enhance the quality of the mentoring relationship:

- **Match mentors and mentees based on interests and skills.** Under this enhancement, applicants will assess and redesign their matching process to improve the matching based on youth's needs and interests and a mentor's experiences, skills, and interests (as opposed to being based on demographic features). Research has shown that taking into account a youth's interests when matching him/her with a mentor is associated with the overall success of the mentoring program.[7]

- **Provide ongoing training.** Research indicates that ongoing training (beyond providing a single, initial orientation or training) and support for mentors is a moderator of greater program effectiveness.[8] Under this enhancement, applicants will improve training and support for the mentor to enhance skills, knowledge, and abilities in serving as a mentor to and in building relationships with youth. It may also include training staff to be more effective trainers of mentors.

- **Provide additional mentor support.** Providing structured support to mentors has been identified as a key program characteristic associated with improved effectiveness and longer lasting mentoring matches.[9] Under this enhancement, applicants will outline how they will improve the ongoing 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.

- **Incorporate advocacy/teaching roles for mentors.** Research has shown that advocacy/teaching roles for mentors have been associated with program effectiveness.[10] Under this enhancement, 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. This should not be confused with an overly directive or authoritarian approach, which has evidence of potential harmful outcomes in youth mentoring.[11] It is also not a therapeutic, counseling, informational/instructional, or explicit skill-building approach (i.e., such as job skills).
- **Engage parents and family.** Research indicates that mechanisms that support and involve parents in mentoring programs increase the chances for positive outcomes.[12] Under this

---

[7] 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. www.rhodeslab.org/files/DuBoisetalMeta.pdf

[8] Dubois, D.L., Holloway, B.E., Valentine, J.C., and Cooper, H. 2002. Effectiveness of Mentoring Programs for Youth: A Meta-Analytic Review. American Journal of Community Psychology 30(2)157-197.

[9] *Ibid.*

[10] 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."

[11] 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.

[12] Dubois, D.L., Holloway, B.E., Valentine, J.C., and Cooper, H. 2002. Effectiveness of Mentoring Programs for Youth: A Meta-Analytic Review. American Journal of Community Psychology 30(2)157-197.

enhancement, family and parental involvement includes, but is not limited to, creating specific activities in which mentors, youth participants, and parents participate together, including informal recreational activities that the mentoring organization hosts, or additional outreach to parents. Parents include both official and unofficial caretakers.

- **Use a youth-centered developmental approach.** Under this enhancement, programs will incorporate a youth-centered approach that allows the mentor and mentee to establish and achieve a mutually agreed upon set of goals. Research indicates that this approach, focused on providing structured support to the developmental needs of the youth, can increase the effectiveness of the mentoring program.[13]

- **Assess and serve mentee risk.** Research has identified that the risk profile of the target population appears to be associated with variations in the effectiveness of mentoring programs.[14] Under this enhancement, programs will institute an assessment that considers both individual and environmental risk, and adjust the mentoring services accordingly.

- **Improve closure.** There are indications that while longer mentor-mentee match duration positively influences the effectiveness of mentoring programs[15], the key feature may actually be that the mentoring match lasted the full expected duration, regardless of the time period, and how the closure occurs.[16] Under this enhancement, programs will review and revise procedures for and guidance to mentors and mentees in setting expectations, preventing premature termination of the mentoring relationship, and working to effectively bring the mentoring relationship to a close at the expected time.

- **Provide structured activities.** Structured activities are the result of planning, curriculum development, and program design that the mentor and mentees can engage in together. Research has indicated that providing this type of structured support to mentors and mentees is associated with improved outcomes.[17] Under this enhancement, examples of structured activities can include, but are not limited to, community involvement/engagement projects, job skills, and career path-related activities, recreational and educational games, and cultural-specific programs.

- **Establish external partnerships.** Research has indicated that collaboration with other organizations that provide services or resources to support mentees and their families has been associated with better outcomes for the youth.[18] Under this enhancement, applicants will identify and enter into additional partnerships to best serve the needs of the mentored youth and families.

---

[13] Rhodes, J.E., and DuBois, D.L. 2006. "Understanding and Facilitating the Youth Mentoring Movement. Society for Research in Child Development." Social Policy Report. Vol 20 (3) Retrieved from: http://www.srcd.org/index.php?option=com_docman&task=doc_download&gid=79. Citing: Balcazar, Davies, Viggers, and Tranter. In press; Balcazar, Keys, & Garate, 1995; Davidson & Redner, 1988; Hamilton & Hamilton, 2005; Larose, Chaloux, Monaghan, & Tarabulsy, 2006; and Langhout, Rhodes, & Osborne, 2004.

[14] Herrera, C., DuBois, D., and Grossman, J.B. 2013. The Role of Risk: Mentoring Experiences and Outcomes for Youth with Varying Risk Profiles. New York, NY: A Public/Private Ventures project distributed by MDRC.

[15] Grossman, J.B., and Rhodes, J.E. 2002. "The Test of Time: Predictors and Effects of Duration in Youth Mentoring Relationships." American Journal of Community Psychology 30(2)199-219.

[16] Zilberstein, K. and Spencer, R. "Breaking bad: an attachment perspective on youth mentoring relationship closures." Child & Family Social Work. Retrieved. from: http://onlinelibrary.wiley.com/doi/10.1111/cfs.12197/abstract

[17] Dubois, D.L., Holloway, B.E., Valentine, J.C., and Cooper, H. 2002. Effectiveness of Mentoring Programs for Youth: A Meta-Analytic Review. American Journal of Community Psychology 30(2)157-197.

[18] Jarjoura, G.R., DuBois, D.L., Shlafer R.J., and Haight, K.A. 2013 "Mentoring Children of Incarcerated Parents, Research and Listening Session Report." Washington, DC.

- **Structure the mentoring relationship to support bonding or emotional connection between the mentee and mentor.** Research has demonstrated that having a strong emotional connection or bond between the mentee and mentor has been associated with better relationships and outcomes.[19] This bond can be supported via various ways, such as providing activities or resources for mentors and mentees that can help facilitate conversations.

- **Encourage the mentor to think of him/herself as a role model.** Research has highlighted that mentors who demonstrate healthy behaviors (such as those around eating, exercising, relationships, and academics) have been associated with better outcomes for youth.[20] Under this enhancement, the mentor will receive clear expectations and guidance around serving as a role model.

[19] *Ibid*.
[20] *Ibid.*