

The [National Institute of Corrections](#) (NIC) is seeking applications for funding under the Fiscal Year (FY) 2019. Work under this cooperative agreement involves the facilitation and management of all phases of NIC's Management Development for the Future (MDF) with two agencies.

## NIC FY 2019 Management Development for the Future (MDF) Series– Facilitation, Coaching and Training with Two Agencies

### Eligibility

NIC invites applications from nonprofit organizations (including faith-based, community, and tribal organizations), for-profit organizations (including tribal for-profit organizations), and institutions of higher education (including tribal institutions of higher education). Recipients, including for-profit organizations, must agree to waive any profit or fee for services.

NIC welcomes applications that involve two or more entities; however, one eligible entity must be the applicant and the others must be proposed as sub-recipients. The applicant must be the entity with primary responsibility for administering the funding and managing the entire program.

NIC 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. NIC encourages applicants to **register several weeks before** the application submission deadline. In addition, NIC urges applicants to **submit applications 72 hours** prior to the application due date. 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 **April 15, 2019**. Late applications are neither reviewed nor considered.

For additional information, see [How To Apply](#) in [Section D Application and Submission Information](#).

## Contact Information

For programmatic questions concerning this solicitation contact **Leslie S. LeMaster**, Correctional Program Specialist, National Institute of Corrections [llemaster@bop.gov](mailto:llemaster@bop.gov). Responses to programmatic questions will be posted on **NIC's** website for public review. The website will be updated regularly and postings will remain on the website until the closing date of this solicitation.

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](mailto:support@grants.gov). Hotline hours of operation are 24 hours a day, 7 days a week, except federal holidays.

Applicants who experience unforeseen Grants.gov technical issues beyond their control that prevent them from submitting their application by the deadline must e-mail the NIC at [BOP-NIC/General@bop.gov](mailto:BOP-NIC/General@bop.gov) **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" in the [How To Apply](#) section.

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# NIC FY 2019 Management Development for the Future(MDF) Series – Facilitation, Coaching and Training with Two Agencies (CFDA # 16.601)

## A. Program Description

### Overview

The National Institute of Corrections (NIC) is the only federal agency with a legislative mandate (Public Law 93-415) to provide specialized services to corrections from a national perspective. NIC provides direct service as the primary means of carrying out its mission and responds directly to needs identified by practitioners working in state and local adult corrections, the Federal Bureau of Prisons, the Department of Justice, other federal agencies, and the United States Congress. As a center of learning, innovation and leadership that shapes and advances effective correctional practice and public policy, NIC is a vital partner in planning, developing, delivering and supporting capacity building leadership training to the field of corrections. NIC believes it takes skilled leadership at every level of a corrections organization to improve correctional practices and outcomes<sup>1</sup>. Current research into practice shows that leadership development is a process that requires dedicated effort through continuous learning and professional improvement<sup>2</sup>. Effective leadership development programs align with agency operational and strategic needs both with the agency delivering the programs, as well as the external agencies receiving the leadership development training.<sup>3</sup> As a result, NIC is seeking to partner with two correctional agencies who are interested in building the middle management tiers of their organizations.

### Program-Specific Information

MDF is NIC's *Management Development for the Future* series, a dynamic, agency exclusive, individual and organizational development experience, which primarily targets the middle management tier of a correctional organization. It simultaneously engages all levels of agency leadership through internal action-based learning strategies at the individual, team and agency levels.

This agency exclusive leadership development series is conducted over 12–18 months and is provided to participants within selected partner agencies. The learning strategies used in this "blended" individual and organizational development series may include, dependent upon specific partner agency need, three 24-hour (3 on-site day) classroom sessions spread out over the series, independent e-learning courses, online instructor-led sessions, online 360-degree feedback leadership assessments, reading, individual developmental coaching

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<sup>1</sup> Campbell, Nancy M. **Correctional Leadership Competencies for the 21st Century: Executives and Senior-Level Leaders**, July 2005, Retrieved from <https://s3.amazonaws.com/static.nicic.gov/Library/020474.pdf>

<sup>2</sup> Day, David V., John W. Fleenor, Leanna E. Atwater, Rachel E. Sturm, and Rob A. McKee. "Advances in Leader and Leadership Development: A Review of 25 Years of Research and Theory." *The Leadership Quarterly* 25, no. 1 (February 2014): 63-82.

<sup>3</sup> Zenger, Jack, and Joe Folkman. "Leadership Development 6.0: Connecting Leadership Development with Drivers of Business Results." *Zenger Folkman*, 2010. UT: Orem

sessions, and the development of personal leadership development plans. Participants will prepare a dynamic leadership plan and undertake action-based learning projects focused on the relevant issues in their agencies with the intention of applying skills and strategies learned in the program to build organizational capacity and manage organizational change.

A proposal responsive to this solicitation should, at a minimum provide documentation of 10 years of experience managing national and regional training events; 10 years of documented experience facilitating blended (virtual instructor led platforms) and face to face training events; 10 years of documented experience facilitating blended and face to face leadership training with correctional agencies (jails, prisons, community corrections); proposed faculty with 10 years minimum documented credentials and qualifications to administer, interpret and facilitate the Multifactor Leadership Questionnaire II™, FIRO-B™ Interpretative Report for Organizations, Thomas-Kilman Conflict Mode Indicator® and other instrumentation as needed based upon partner agency needs and their applications to corrections settings; 10 years documented experience for proposed faculty to perform developmental leadership coaching; 10 years documented experience in facilitating experiential leadership training activities and tying them through content and leadership competencies to on the job leadership applications; 10 years of documented experience working with executive and senior level leaders in correctional agencies on organizational development initiatives which advance agencies mission, vision and values; and recommendations on the delivery of the blended and face to face phases of the MDF series.

### **Goals, Objectives, and Deliverables**

Work under this cooperative agreement involves the facilitation and management of all phases of NIC's Management Development for the Future (MDF) with two agencies.

The series consists of 1) Recruiting Partner Agencies for Series, 2) Selecting Two Partner Agencies for Series, 3) Agency Readiness Activities, 4) Preparation for Phase One / Phase One/ Intercession One, 5) Preparation for Phase Two / Phase Two /Intercession Two, and 6) Phase Three / Agency Sustains Organizational Changes.

The following details the steps at each phase of the series, and the collaboration between NIC and the awardee.

- 1) **Recruiting Partner Agencies for Series:** NIC Correctional Program Specialist (CPS) Project Lead will recruit for interested correctional agencies for the series via NIC website, forums and other channels using established criteria. NIC will seek potential timeframes for scheduling for Phase One, Two and Three on-site and intercessions for each interested agency who meets preliminary criteria. NIC will stagger scheduling and confer with awardee on potential dates to avoid scheduling overlap. NIC and awardee will confer via phone and/or NIC's virtual platform for planning purposes.
- 2) **Selecting Two Partner Agencies for Series:** NIC will select two agencies to partner with for the MDF series that fully meet criteria and move into readiness activities phase. NIC will notify awardee of the two agencies that NIC/awardee will be working with for the series deliveries.
- 3) **Agency Readiness Activities:** The organizational readiness protocol assesses the agency executive and senior level leader receptivity to identify, select, coach and support program participants, prior to, during, and after the program. The readiness assessment

will focus on standards identified in the following components: leadership assessment, selecting appropriate series participants, sponsoring participants, series/program support, and evaluation. NIC CPS will work collaboratively with awardee and selected agencies to perform readiness agencies per NIC protocols. Final dates for all on-site phases and intercessions will be scheduled during agency readiness activities, and dates and will be confirmed and coordinated with NIC Registrar. NIC will work collaboratively with awardee to select best fit course facilitators based upon selected agencies for series. One of the facilitators will be an NIC CPS. Two other course facilitators will be needed per agency delivery for a total of three per agency delivery series. NIC, awardee and selected agencies will confer via phone and/or NIC's virtual platform for series planning purposes.

NIC CPS expenses related to the two series deliveries are the responsibility of NIC. The two other course facilitators professional fees, travel expenses including checked bags fees, ground travel, miscellaneous expenses, rental car and other expenses incurred that are related to carrying out the work of this cooperative agreement for the two series deliveries are the responsibility of the awardee.

- 4) Preparation for Phase One / Phase One/ Intercession One:** In preparation for Phase One on-site, awardee will work collaboratively with NIC CPS, NIC Registrar, and agency point of contact to establish initial contact with participants, confirm technology access and provide overview of program and pre-session assignments. Awardee will work directly with agency point of contact to ensure that all participants have registered in the NIC Learn Center using NIC provided direct registration link 45 days from start of Phase One on-site. Awardee will work collaboratively with NIC CPS, agency point of contact, and agency senior level leaders to define agency action learning projects (ALPs), and assign participants to ALP teams based upon agency need, learning opportunity, and ALP dynamics. Awardee will work directly with participants and agency point of contact to ensure all pre-session assessments and assignments are completed at least three weeks prior to the start of Phase One on-site activities. Awardee will report participant pre-session assignment progress to NIC CPS via Excel spreadsheet status report at one week intervals. NIC will purchase pre-session instrumentation as needed via government contract. Awardee will prepare all participant materials following NIC print protocols for front matter (NIC contact sheet, copyright notices, etc.) participant manual, handouts, etc.) needed per finalized participant numbers for both agencies per readiness activities and will ship to training site to arrive no later than the Friday prior to the week of on-site activities. NIC will deliver pdf masters of curriculum materials to awardee for duplication and printing. Awardee will work directly with agency point of contact to arrange for needed on-site audio-visual equipment, training supplies, materials, etc. at a minimum one month out from Phase One on-site.

Awardee will work collaboratively with agency point of contact to record on-site attendance at Phase One, and send on-site attendance roster to NIC CPS and NIC Registrar via email. During Phase One on-site, awardee will lead daily debriefs of sessions, and prepare for next day's activities. Participants will leave Phase One on-site knowing date and time of initial coaching session and their coach's name and contact information, and initial virtual intercession date and time. Participants will also know their ALP Team, Senior Level Sponsor, and expectations for ALP project work during Intercession One. Awardee will write a summary report of Phase One on-site activities including dates of on-site, location, partner agency, and other pertinent identifying details, summary of each days training content, activities and outcomes, and areas of

strengths and challenges of each days content and activities, and recommendations for enhancement. It will include a complete list of coaching assignments and contact information for coaches and participants. It will also include a complete listing of all ALP Team names, project titles, team members, and senior level sponsor(s).

Awardee will work with NIC CPS, agency point of contact and participants to achieve 100% attendance and participation in scheduled intercession blended session(s) to seek status reports on ALP projects and individual developmental coaching sessions based upon participants' leadership development plan during the intercession period.

- 5) **Preparation for Phase Two / Phase Two /Intercession Two:** In preparation for Phase Two on-site, awardee will work collaboratively with NIC CPS, NIC Registrar, agency point of contact to keep active lines of communication open with individual participants and ALP Teams leading in preparation for Phase Two on-site. Awardee will work collaboratively with NIC CPS, agency point of contact, and agency senior level leaders to assist ALP Teams in creating their initial ALP status reports to be presented the first morning of Phase Two on-site per specifications sent to teams. Awardee will work directly with participants and agency point of contact to ensure all pre-session assessments and assignments are completed at least two weeks prior to the start of Phase Two on-site activities. Awardee will report participant pre-session assignment progress to NIC CPS via Excel spreadsheet status report at one week intervals. NIC will purchase any Phase Two pre-session instrumentation as needed via government contract.

Awardee in collaboration with NIC will prepare all participant materials following NIC print protocols for front matter (NIC contact sheet, copyright notices, etc.) (participant manual, handouts, etc.) needed per finalized participant numbers for both agencies per readiness activities. NIC will print and ship participant materials to training site to arrive no later than the Thursday prior to the week of on-site activities. Awardee will work directly with agency point of contact to arrange for needed on-site audio-visual equipment, training supplies, materials, etc. at a minimum one month out from Phase One on-site.

Awardee will work collaboratively with agency point of contact to record on-site attendance at Phase Two, and send on-site attendance roster to NIC CPS and NIC Registrar via email. During Phase Two on-site, awardee will lead daily debriefs of sessions, and prepare for next day's activities. Participants will leave Phase Two on-site knowing date and time of Intercession Two coaching sessions based upon their revised leadership development plan, and Phase Two initial virtual intercession date and time. Awardee will write a summary report of Phase Two on-site activities including dates of on-site, location, partner agency, and other pertinent identifying details, summary of each days training content, activities and outcomes, and areas of strengths and challenges of each days content and activities, and recommendations for enhancement. If needed, the report will include a revised list of coaching assignments and contact information for coaches and participants. If needed, the report will include a revised ALP Team list to include a complete listing of all ALP Team names, project titles, team members, and senior level sponsor(s).

Awardee will work with NIC CPS, agency point of contact and participants to achieve 100% attendance and participation in scheduled Phase Two intercession blended session(s) and individual developmental coaching sessions based upon participants' revised leadership development plan during the intercession period.

- 6) **Phase Three / Agency Sustains Organizational Changes:** In preparation for Phase Three on-site, awardee will work collaboratively with NIC CPS, NIC Registrar, agency point of contact to keep active lines of communication open with individual participants and ALP Teams leading in preparation for Phase Three on-site. Awardee will work collaboratively with NIC CPS, agency point of contact, and agency senior level leaders to assist ALP Teams in creating their final ALP status reports with recommendations for future work to be presented the first morning of Phase Three on-site per specifications sent to teams. Awardee will work directly with participants and agency point of contact to ensure all pre-session assessments and assignments are completed at least two weeks prior to the start of Phase Three on-site activities. Awardee will report participant pre-session assignment progress to NIC CPS via Excel spreadsheet status report at one week intervals. NIC will purchase any Phase Three pre-session instrumentation as needed via government contract. Awardee will prepare all participant materials following NIC print protocols for front matter (NIC contact sheet, copyright notices, etc.) (participant manual, handouts, etc.) needed per finalized participant numbers for both agencies per readiness activities and will ship to training site to arrive no later than the Friday prior to the week of on-site activities. NIC will deliver pdf masters of curriculum materials to awardee for duplication and printing. Awardee will work directly with agency point of contact to arrange for needed on-site audio-visual equipment, training supplies, materials, etc. at a minimum one month out from Phase Three on-site.

Awardee will work collaboratively with agency point of contact to record on-site attendance at Phase Three, and send on-site attendance roster to NIC CPS and NIC Registrar via email. During Phase Three on-site, awardee will lead daily debriefs of sessions, and prepare for next day's activities. Participants will leave Phase Three on-site knowing who their internal agency coach will be and other planned agency sustainment plans. Awardee will write a summary report of Phase Three on-site activities including dates of on-site, location, partner agency, and other pertinent identifying details, summary of each days training content, activities and outcomes, and areas of strengths and challenges of each days content and activities, and recommendations for enhancement. This final report should also include any summary recommendations for the LDM series as delivered to the partner agency for future enhancements. The report will include a list of agency coaching assignments and contact information for coaches and participants. If needed, the report will include a revised ALP Team list to include a complete listing of all ALP Team names, project titles, team members, senior level sponsor(s) and last reported status of each ALP project per final status report. The coaching list and ALP status report will be sent to the agency, after review by NIC CPS Project Lead.

**Deliverables.** In addition to the strategy and content of the program design, the successful applicant must complete the following deliverables during the project period. The program narrative should reflect how the applicant will accomplish these activities.

**Evidence-based programs or practices.** NIC strongly emphasizes the use of data and evidence in policy making and program development.

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

NIC 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 NIC considers a program or practice to be evidence-based.

#### **Additional resources.**

**NIC training and technical assistance awardee standards.** NIC has developed the [TA Handbook] to promote among providers the consistency and quality of NIC-sponsored training and technical assistance and to advance common expectations of performance excellence. The standards present minimum expectations that providers must meet for effective practice in the planning, coordination, delivery, and evaluation of training.

## **B. Federal Award Information**

NIC expects to make one award for as much as **\$100,000.00** for a 12-month project period, beginning on **May 13, 2019**.

If the awardee demonstrates significant progress toward implementing project activities and achieving project goals, NIC may, in certain cases, provide supplemental funding for FY 2020 and FY 2021 to the awardee. With the supplemental funding, the project period can be extended up to two additional 12-month increments for an overall project period of 36 months. Important considerations in decisions regarding supplemental funding include, among other factors, the availability of funding, strategic priorities, assessment of the quality of the management of the award (for example, timeliness and quality of progress reports), and assessment of the progress of the work funded under the award.

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.** NIC expects to make an award from this solicitation in the form of a cooperative agreement which is a particular type of grant used when NIC 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](#), for details regarding the federal involvement anticipated under an award from this solicitation.

#### **Financial management and system of internal controls.**

Award recipients and subrecipients (including recipients or sub recipients that are pass-through entities) must, as described in Part 200 Uniform Requirements as sent out as set out at 2 C.F.R. 200.303:

- (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).
- (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.

## Budget Information

**Pre-Agreement Cost Approvals.** NIC does not typically approve pre-agreement costs; an applicant must request and obtain the prior written approval of NIC for all such costs. If approved, pre-agreement 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 NIC's consideration as pre-agreement 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.

**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. The 2019 salary 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.)

## C. Eligibility Information

For additional eligibility information, see the title page.

Cost sharing or match requirement: Cost sharing/match is not required

**Limit on number of application submissions.** If an applicant submits multiple versions of the same application, NIC 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, do not request funding within the funding limit, or that do not include the application elements that NIC has designated to be

critical, will neither proceed to peer review nor receive further consideration. Under this solicitation, NIC has designated the following application elements as critical: Program Narrative, Budget Detail Worksheet or Budget Narrative.

Applicants should review the “Note on File Names and File Types” under [How To Apply](#) to be sure that they submit their applications in the permitted formats.

*NIC strongly recommends that applicants use appropriately descriptive file names (e.g., “Program Narrative,” “Budget Detail Worksheet and Budget Narrative,” “Timelines,” “Memoranda of Understanding,” “Résumés”) for all attachments. Also, NIC recommends that applicants include résumés 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. This form can be found on Grants.gov and NIC’s website [www.nicic.gov](http://www.nicic.gov).

**Intergovernmental review.** This funding opportunity 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; and
- 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, and the activities that the applicant will implement to achieve the project’s goals and objectives. The abstract should describe how the applicant will measure progress toward these goals.

## **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, NIC may consider such noncompliance in peer review and in final award decisions.

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

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

**a. Statement of the problem.**

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

**b. Goals, objectives, and performance measures.** Applicants should describe the goals of the proposed training and technical assistance program and identify its objectives. When formulating the program's goals and objectives, applicants should be cognizant of the performance measures that NIC will require successful applicants to provide.

**Goals.** Applicants should describe the program's intent to deliver training and technical assistance, as described in the previous section and outline the project's goals.

**Program objectives.** Applicants should explain how the program will accomplish its goals. Objectives are specific, quantifiable statements of the project's desired results. They should be clearly linked to the training and technical assistance strategy identified in the preceding section and measurable.

**Performance measures.** NIC requires all applicants to submit quarterly progress reports demonstrating progress towards completion of the work proposed under this solicitation. The performance measures for this solicitation are:

| Objective                                                                                                                                                                                                                                         | Performance Measure(s)                                                                                                                                                                                                                                                                                                       | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Data Grantee Provides                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recruiting Partner Agencies for Series:</b> NIC Correctional Program Specialist (CPS) Project Lead will recruit for interested correctional agencies for the series via NIC website, forums and other channels using established criteria.     | Documentation of: Recruiting tools used for finding partner agencies.                                                                                                                                                                                                                                                        | NIC will seek potential timeframes for scheduling for Phase One, Two and Three on-site and intercessions for each interested agency who meets preliminary criteria. NIC will stagger scheduling and confer with awardee on potential dates to avoid scheduling overlap. NIC and awardee will confer via phone and/or NIC's virtual platform for planning purposes.                                                                                                                                                                                                                                                                                                                                                | Awardee will provide available scheduling timeframes for series scheduling in collaboration with NIC.                                                                                                                                                                                                         |
| <b>Selecting Two Partner Agencies for Series:</b> NIC will select two agencies to partner with for the MDF series that fully meet criteria and move into readiness activities phase.                                                              | Successful recruiting of two partner agencies for series.                                                                                                                                                                                                                                                                    | NIC will notify awardee of the two agencies that NIC/awardee will be working with for the series deliveries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Awardee will provide NIC written confirmation of receipt of notification of two agencies selected for series.                                                                                                                                                                                                 |
| <b>Agency Readiness Activities:</b> The organizational readiness protocol assesses the agency executive and senior level leader receptivity to identify, select, coach and support program participants, prior to, during, and after the program. | Documentation of agency leadership readiness; selection process for participants; appropriateness of series participants; sponsorship processes; and evaluation processes. Selection of final dates for on-site phases and intercessions; selection of best fit course facilitators based upon selected agencies for series. | The readiness assessment will focus on standards identified in the following components: leadership assessment, selecting appropriate series participants, sponsoring participants, series/program support, and evaluation. NIC CPS will work collaboratively with awardee and selected agencies to perform readiness agencies per NIC protocols. Final dates for all on-site phases and intercessions will be scheduled during agency readiness activities, and dates and will be confirmed and coordinated with NIC Registrar. NIC will work collaboratively with awardee to select best fit course facilitators based upon selected agencies for series. One of the facilitators will be an NIC CPS. Two other | Awardee will write summary readiness results report and submit draft to NIC for approval; work with selected agencies and NIC to schedule on-site and intercession dates; submit information to NIC Project Lead on recommended best fit facilitators for series based upon agencies selected for the series. |

|                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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|                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                            | course facilitators will be needed per agency delivery for a total of three per agency delivery series. NIC, awardee and selected agencies will confer via phone and/or NIC's virtual platform for series planning purposes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Preparation for Phase One / Phase One/ Intercession One:</b><br>In preparation for Phase One on-site, awardee will work collaboratively with NIC CPS, NIC Registrar, and agency point of contact to establish initial contact with participants, confirm technology access and provide overview of program and pre-session assignments. | Documentation of: initial contact with participants; weekly participant pre-session status report; print order received in a timely fashion at delivery site; summary report from on-site. | <p>Awardee will work collaboratively with NIC CPS, NIC Registrar, and agency point of contact to establish initial contact with participants, confirm technology access and provide overview of program and pre-session assignments. NIC will purchase pre-session instrumentation as needed via government contract. NIC will deliver pdf masters of curriculum materials to awardee for duplication and printing. Awardee will work directly with agency point of contact to arrange for needed on-site audio-visual equipment, training supplies, materials, etc. at a minimum one month out from Phase One on-site.</p> <p>During Phase One on-site, awardee will lead daily debriefs of sessions, and prepare for next day's activities. Participants will leave Phase One on-site knowing date and time of initial coaching session and their coach's name and contact information, and initial virtual intercession date and time. Participants will also know their ALP Team, Senior Level Sponsor, and expectations for ALP project work during Intercession One. Awardee will work with NIC CPS, agency point of</p> | Awardee will work directly with agency point of contact to ensure that all participants have registered in the NIC Learn Center using NIC provided direct registration link 45 days from start of Phase One on-site. Awardee will work collaboratively with NIC CPS, agency point of contact, and agency senior level leaders to define agency action learning projects (ALPs), and assign participants to ALP teams based upon agency need, learning opportunity, and ALP dynamics. Awardee will work directly with participants and agency point of contact to ensure all pre-session assessments and assignments are completed at least three weeks prior to the start of Phase One on-site activities. Awardee will report participant pre-session assignment progress to NIC CPS via Excel spreadsheet status report at one week intervals. Awardee will prepare all participant materials following NIC print protocols for front matter (NIC contact sheet, copyright notices, etc.) participant manual, handouts, etc.) needed per finalized participant numbers for both agencies per readiness activities and will ship to |

|  |  |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|  |  | <p>contact and participants to achieve 100% attendance and participation in scheduled intercession blended session(s) to seek status reports on ALP projects and individual developmental coaching sessions based upon participants' leadership development plan during the intercession period.</p> | <p>training site to arrive no later than the Friday prior to the week of on-site activities.</p> <p>Awardee will work collaboratively with agency point of contact to record on-site attendance at Phase One, and send on-site attendance roster to NIC CPS and NIC Registrar via email. Awardee will write a summary report of Phase One on-site activities including dates of on-site, location, partner agency, and other pertinent identifying details, summary of each days training content, activities and outcomes, and areas of strengths and challenges of each days content and activities, and recommendations for enhancement. It will include a complete list of coaching assignments and contact information for coaches and participants. It will also include a complete listing of all ALP Team names, project titles, team members, and senior level sponsor(s).</p> <p>Awardee will work with NIC CPS, agency point of contact and participants to achieve 100% attendance and participation in scheduled intercession blended session(s) to seek status reports on ALP projects and individual developmental coaching sessions based upon participants' leadership development plan during the intercession period.</p> |
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| <p><b>Preparation for Phase Two / Phase Two / Intercession Two:</b><br/>In preparation for Phase Two on-site, awardee will work collaboratively with NIC CPS, NIC Registrar, and agency point of contact to continue open lines of communication with participants and ALP Teams.</p> | <p>Documentation of: continued contact with participants; weekly participant pre-session status report; print order received in a timely fashion at delivery site; summary report from on-site.</p> | <p>Awardee will work collaboratively with NIC CPS, NIC Registrar, and agency point of contact to continue open communications with participants; NIC will purchase pre-session instrumentation as needed via government contract. NIC will deliver pdf masters of curriculum materials to awardee for duplication and printing. Awardee will work directly with agency point of contact to arrange for needed on-site audio-visual equipment, training supplies, materials, etc. at a minimum one month out from Phase Two on-site.</p> <p>During Phase Two on-site, awardee will lead daily debriefs of sessions, and prepare for next day's activities. Participants will leave Phase Two on-site knowing date and time of continuing coaching sessions, and virtual intercession date and time. Participants will also know their ALP Team, Senior Level Sponsor, and expectations for ALP project work during Intercession Two. Awardee will work with NIC CPS, agency point of contact and participants to achieve 100% attendance and participation in scheduled intercession blended session(s) to seek status reports on ALP projects and individual developmental coaching sessions based upon participants' leadership development plan during the intercession period.</p> | <p>Awardee will work directly with participants and agency point of contact to ensure all pre-session assessments and assignments are completed at least three weeks prior to the start of Phase Two on-site activities, including preparation for ALP presentations. Awardee will report participant pre-session assignment progress to NIC CPS via Excel spreadsheet status report at one week intervals. Awardee will prepare all participant materials following NIC print protocols for front matter (NIC contact sheet, copyright notices, etc.) participant manual, handouts, etc.) needed per finalized participant numbers for both agencies per readiness activities and will ship to training site to arrive no later than the Friday prior to the week of on-site activities.</p> <p>Awardee will work collaboratively with agency point of contact to record on-site attendance at Phase Two, and send on-site attendance roster to NIC CPS and NIC Registrar via email. Awardee will write a summary report of Phase Two on-site activities including dates of on-site, location, partner agency, and other pertinent identifying details, summary of each days training content, activities and outcomes, and areas of strengths and challenges of each days content and activities, and recommendations for enhancement. It will</p> |
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|                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>include a complete list of coaching assignments and contact information for coaches and participants. It will also include a revised listing of all ALP Team names, project titles, team members, and senior level sponsor(s) if needed.</p> <p>Awardee will work with NIC CPS, agency point of contact and participants to achieve 100% attendance and participation in scheduled intercession blended session(s) to seek status reports on ALP projects and individual developmental coaching sessions based upon participants' leadership development plan during the intercession period.</p>                                                                                                                                   |
| <p><b>Preparation for Phase Three / Phase Three / Agency Sustains Changes:</b> In preparation for Phase Three on-site, awardee will work collaboratively with NIC CPS, NIC Registrar, and agency point of contact to continue open lines of communication with participants and ALP Teams.</p> | <p>Documentation of: continued contact with participants; weekly participant pre-session status report; print order received in a timely fashion at delivery site; final summary report from on-site.</p> | <p>Awardee will work collaboratively with NIC CPS, NIC Registrar, and agency point of contact to continue open communications with participants; NIC will purchase pre-session instrumentation as needed via government contract. NIC will deliver pdf masters of curriculum materials to awardee for duplication and printing. Awardee will work directly with agency point of contact to arrange for needed on-site audio-visual equipment, training supplies, materials, etc. at a minimum one month out from Phase Three on-site.</p> <p>During Phase Three on-site, awardee will lead daily debriefs of sessions, and prepare for next day's activities. Participants will leave</p> | <p>Awardee will work directly with participants and agency point of contact to ensure all pre-session assessments and assignments are completed at least three weeks prior to the start of Phase Three on-site activities, including preparation for final ALP presentations. Awardee will report participant pre-session assignment progress to NIC CPS via Excel spreadsheet status report at one week intervals. Awardee will prepare all participant materials following NIC print protocols for front matter (NIC contact sheet, copyright notices, etc.) participant manual, handouts, etc.) needed per finalized participant numbers for both agencies per readiness activities and will ship to training site to arrive no</p> |

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|  |  | <p>Phase Three on-site knowing who their agency coach name and contact information and future agency sustainment activities.</p> | <p>later than the Friday prior to the week of on-site activities.</p> <p>Awardee will work collaboratively with agency point of contact to record on-site attendance at Phase Three, and send on-site attendance roster to NIC CPS and NIC Registrar via email. Awardee will write a summary report of Phase Three on-site activities including dates of on-site, location, partner agency, and other pertinent identifying details, summary of each days training content, activities and outcomes, and areas of strengths and challenges of each days content and activities, and recommendations for enhancement. It will include a complete list of coaching assignments and contact information for coaches and participants. It will also include a revised listing of all ALP Team names, project titles, team members, and senior level sponsor(s) if needed.</p> |
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NIC does not require applicants to submit performance measures data with their application. Performance measures are included as an alert that NIC 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.

- c. Project design and implementation.** Applicants should detail how the project will operate throughout the funding period and describe the strategies that they will use to achieve the goals and objectives identified in the previous section. Applicants should describe how they will complete the deliverables stated in the Goals, Objectives, and Deliverables section on page 5. NIC encourages applicants to select evidence-based practices for their programs.

**Logic model.** Applicants should include a logic model that graphically illustrates how the performance measures are related to the project's problems, goals, objectives, and design. Applicants should submit the logic model as a separate attachment, as stipulated in Additional Attachments.

**Timeline.** Applicants should submit a 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.

Applicants should submit the timeline as a separate attachment, as stipulated in Additional Attachments, page 19. On receipt of an award, the recipient may revise the timeline, based on training and technical assistance that NIC will provide.

- d. 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 an organizational chart showing how the organization operates, including who manages the finances; how the organization manages subawards, if there are any; and the management of the project proposed for funding.

**Letters of Support/Memoranda of Understanding.** If submitting a joint application, as described under Section C: Eligibility Information, page 1, 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; and
- estimate of the percentage of time that the partner will devote to the planning and operation of the project.

#### 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.

- a. **Budget Detail Worksheet.** The Budget Detail Worksheet should provide the detailed computation for each budget line item, listing the total cost of each and showing how it was calculated by the applicant. For example, cost for personnel should show the annual salary rate and the percentage of time devoted to the project for each employee paid with cooperative agreement funds. The Budget Detail worksheet should present a complete itemization of all proposed costs
- b. **Budget Narrative.** The budget narrative should thoroughly and clearly describe every category of expense listed in the Budget Detail Worksheet. NIC 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 non-competitive 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 2 C.F.R.200.317 - 200.317.
- d. **Preagreement cost approvals.** For information on pre-agreement costs, see Section [B. Federal Award 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.

Indirect costs may be charged to an award only if:

- (a) The recipient has a current (unexpired), federally approved indirect cost rate; or
- (b) The recipient is eligible to use, and elects to use, the "de minimus" indirect cost rate described in the Part 200 Uniform Requirements as set out at 2 C.F.R. 200.414

## **6. Tribal Authorizing Resolution**

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, 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.

## **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 submit the following information to 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 as set out by the federal awarding agency.

NIC 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 NIC award. However, additional 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).

NIC 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; and
- the point of contact information at the applicable funding agency.

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

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. Logic model.
- c. Timeline or milestone chart.
- d. Résumés of all key personnel.
- e. Job descriptions outlining roles and responsibilities for all key positions.
- f. Letters of support/memoranda of understanding from partner organizations.
- g. Evidence of nonprofit status, e.g., a copy of the tax exemption letter from the Internal revenue Service, if applicable.
- h. Evidence of for-profit status, e.g., a copy of the articles of incorporation, if applicable.

## 9. 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 [here](#). 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. NIC encourages applicants to **register several weeks before** the application submission deadline. In addition, NIC 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.

NIC strongly encourages all prospective applicants to sign up for Grants.gov email notifications regarding this solicitation <https://www.grants.gov/web/grants/manage-subscriptions.html>. If this solicitation is cancelled or modified, individuals who sign up with Grants.gov for updates will be automatically 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.

| 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 (.)         | <b>When using the ampersand (&amp;) in XML, applicants must use the “&amp;amp;” format.</b> |                  |                       |

All applicants are required to complete the following steps:

NIC 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.

## Registration and Submission Steps

- 1. Acquire a Data Universal Numbering System (DUNS) number.** In general, the Office of Management and Budget requires that all applicants (other than individuals) for federal funds include a DUNS number in their applications for a new award or 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 validating address and point of contact information for federal assistance applicants, recipients, and sub-recipients. 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](#). A DUNS number is usually received within 1-2 business days. For more detailed instructions for obtaining a DUNS number, refer to: <https://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html>
- 2. Acquire or maintain registration with the System for Award Management (SAM).** SAM is the repository for standard information about federal financial assistance applicants, recipients, and subrecipients. NIC 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, failure to register with SAM will prevent your organization from applying through Grants.gov. Applicants must **update or renew their SAM registration annually** to maintain an active status.

Applicants cannot successfully submit their applications until Grants.gov receives the SAM registration information. **The information transfer from SAM to Grants.gov can take as long as 48 hours.** NIC recommends that the applicant register or renew registration with SAM as early as possible.

Access information about SAM registration procedures [here](#).

Click [here](#) for further details on DUNS, SAM, and Grants.gov registration steps and timeframes.

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. Applicant organizations must use their DUNS number 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. When applications are submitted through Grants.gov, the name of the organization's AOR that submitted the application is inserted into the signature line of the application, serving as the electronic signature. The EBiz POC must authorize individuals who are able to make legally binding commitments on behalf of the organization as an AOR; this step is often missed and it is crucial for valid and timely submissions.

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 **16.601** and the funding opportunity number is NIC **19AC04**.
6. **Access Funding Opportunity and Application package from Grants.gov.** Select “Apply for Grants” under the “Applicants” column. Enter your email address to be notified of any changes to the opportunity package before the closing date. Click the Workspace icon to use Grants.gov Workspace.
7. **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:** NIC 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.

#### How to Submit an Application to the National Institute of Corrections via Grants.gov

Grants.gov applicants can apply online using Workspace. Workspace is a shared, online environment where members of a grant team may simultaneously access and edit different webforms within an application. For each funding opportunity announcement (FOA), you can create individual instances of a workspace.

Below is an overview of applying on Grants.gov. For access to complete instructions on how to apply for opportunities, refer to: <https://www.grants.gov/web/grants/applicants/apply-for-grants.html>

- 1) Create a Workspace: Creating a workspace allows you to complete it online and route it through your organization for review before submitting.
- 2) Complete a Workspace: Add participants to the workspace, complete all the required forms, and check for errors before submission.

a. Adobe Reader: If you decide not to apply by filling out webforms you can download individual PDF forms in Workspace so that they will appear similar to other Standard or National Institute of Corrections forms. The individual PDF forms can be downloaded and saved to your local device storage, network drive(s), or external drives, then accessed through Adobe Reader.

NOTE: Visit the Adobe Software Compatibility page on Grants.gov to download the appropriate version of the software at:  
<https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html>

b. **Mandatory Fields in Forms:** In the forms, you will note fields marked with an asterisk and a different background color. These fields are mandatory fields that must be completed to successfully submit your application.

c. **Complete SF-424 Fields First:** The forms are designed to fill in common required fields across other forms, such as the applicant name, address, and DUNS number. To trigger this feature, an applicant must complete the SF-424 information first. Once it is completed, the information will transfer to the other forms.

3) **Submit a Workspace:** An application may be submitted through workspace by clicking the Sign and Submit button on the Manage Workspace page, under the Forms tab. Grants.gov recommends submitting your application package at least 24-48 hours prior to the close date to provide you with time to correct any potential technical issues that may disrupt the application submission.

4) **Track a Workspace:** After successfully submitting a workspace package, a Grants.gov Tracking Number (GRANTXXXXXXXX) is automatically assigned to the package. The number will be listed on the Confirmation page that is generated after submission.

For additional training resources, including video tutorials, refer to:  
<https://www.grants.gov/web/grants/applicants/applicant-training.html>

#### 4. Timely Receipt Requirements and Proof of Timely Submission

a. **Online Submission.** Proof of timely submission is automatically recorded by Grants.gov. An electronic date/time stamp is generated within the system when the application is successfully received by Grants.gov. The applicant AOR will receive an acknowledgement of receipt and a tracking number (GRANTXXXXXXXX) from Grants.gov with the successful transmission of their application. Applicant AORs will also receive the official date/time stamp and Grants.gov Tracking number in an email serving as proof of their timely submission.

When the National Institute of Corrections successfully retrieves the application from Grants.gov, and acknowledges the download of submissions, Grants.gov will provide an electronic acknowledgment of receipt of the application to the email address of the applicant with the AOR role. Again, proof of timely submission shall be the official date and time that Grants.gov receives your application. Applications received by Grants.gov after the established due date for the program will be considered late and will not be considered for funding by the National Institute of Corrections.

Applicants using slow internet, such as dial-up connections, should be aware that transmission can take some time before Grants.gov receives your application. Again, Grants.gov will provide either an error or a successfully received transmission in the form of an email sent to the applicant with the AOR role. The Grants.gov Support Center reports that some applicants end the transmission because they think that nothing is occurring during the transmission process. Please be patient and give the system time to process the application.

**Note: Duplicate applications.** If an applicant submits multiple versions of the same application, NIC will review only the most recent system-validated version submitted. See Note on File Names and File Types under [How To Apply](#).

## 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. The applicant must e-mail the Response Center at [BOP-NIC/General@bop.gov](mailto:BOP-NIC/General@bop.gov) **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: NIC 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, NIC will inform the applicant whether the request to submit a late application has been approved or denied. If NIC determines that the applicant failed to follow all required procedures, which resulted in an untimely application submission, NIC will deny the applicant's request to submit their application.

The following conditions are insufficient to justify late submissions:

- failure to register in SAM or Grants.gov in sufficient time; (SAM registration and renewal can take as long as 10 business days to complete. The information transfer from SAM to Grants.gov can take up to 48 hours.)
- failure to follow Grants.gov instructions on how to register and apply as posted on its website;
- failure to follow each instruction in the NIC solicitation; and
- 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 on [NIC's](#) web page.**

## E. Application Review Information

### Selection Criteria

The following three (3) selection review 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, Programmatic Review, is worth 40 percent of the entire score in the application review process.

1. Programmatic Review (40)
  - a. Project tasks adequately discussed?
  - b. Clear statement of how each task will be accomplished?
  - c. New approaches, techniques, or design aspects to enhance the project?
2. Organizational Review (35)
  - a. Skills of the proposed project members.
  - b. Organizational capacity to complete all project tasks.

- c. Realistic and sufficient project and management plans to complete within the time frame.
- 3. Management/Administrative Review (25)
  - a. Identification of reasonable objectives.
  - b. Reasonable justification for inclusion of consultants or partnerships if used.
  - c. Realistic budget proposed.

See section What an Application Should Include for the criteria that the peer reviewers will use to evaluate applications.

## **Review Process**

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

Peer reviewers will review the applications submitted under this solicitation that meet basic minimum requirements. For purposes of assessing whether applicants have met basic minimum requirements, NIC 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 NIC 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](#).

NIC 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 NIC 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 NIC and NIC awards, and available funding.

NIC 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 NIC Director, who may consider factors including, but not limited to, peer review ratings, underserved populations, geographic diversity, strategic priorities, past performance under prior NIC awards, and available funding when making awards.

## **F. Federal Award Administration Information**

### **Federal Award Notices**

NIC award notification will be sent from NIC's Office via FedEx or USPS within 45 days of the award decision.

### **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 or other federal regulations that will be included in the award, incorporated into the award by reference, or are otherwise applicable to the award. NIC strongly encourages prospective applicants to review the information pertaining to these requirements **prior** to submitting an application.

As stated above, NIC anticipates 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 NIC. NIC'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; and
- providing guidance in significant project planning meetings and participating in project

sponsored training events or conferences.

In addition to any “federal involvement” condition(s), NIC 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 NIC 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, final financial and progress reports, and, if applicable, an annual audit report in accordance with 2 CFR 200. Future awards and fund drawdowns may be withheld if reports are delinquent.

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

## **G. Federal Awarding Agency Contact(s)**

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

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

## **H. Other Information**

### **Provide Feedback to NIC**

To assist NIC 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 [BOP-NIC/General@bop.gov](mailto:BOP-NIC/General@bop.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 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.

# Application Checklist

## NIC FY 2019 Management Development for the Future (MDF) Series – Facilitation, Coaching and Training with Two Agencies

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
- \_\_\_\_\_ Acquire or renew registration with SAM

*To Register with Grants.gov:*

- \_\_\_\_\_ Acquire AOR and Grants.gov username/password
- \_\_\_\_\_ Acquire AOR confirmation from the E-Biz POC

*To Find Funding Opportunity:*

- \_\_\_\_\_ Search for the Funding Opportunity on Grants.gov
- \_\_\_\_\_ Download Funding Opportunity and Application Package
- \_\_\_\_\_ Sign up for Grants.gov email notifications (optional)

*After application submission, receive Grants.gov email notifications that:*

- \_\_\_\_\_ (1) application has been received,
- \_\_\_\_\_ (2) application has either been validated or rejected

*If no Grants.gov receipt, and validation or error notifications are received:*

- \_\_\_\_\_ contact NIC regarding experiencing technical difficulties

### Scope Requirement:

- \_\_\_\_\_ The federal amount requested is within the allowable limit(s) of **\$100,000.00**.

### Eligibility Requirement:

- \_\_\_\_\_ Nonprofit or for-profit organization, including tribal nonprofit or for-profit organization.
- \_\_\_\_\_ Institution of higher education, including tribal institution of higher education.

### What an Application Should Include:

- \_\_\_\_\_ Application for Federal Assistance (SF-424)
- \_\_\_\_\_ Project Abstract
- \_\_\_\_\_ Program Narrative
- \_\_\_\_\_ Budget Detail Worksheet and Narrative
  - \_\_\_\_\_ Employee Compensation Waiver request and justification
- \_\_\_\_\_ Disclosure of Lobbying Activities (SF-LLL)
- \_\_\_\_\_ Indirect Cost Rate Agreement (if applicable)
- \_\_\_\_\_ Tribal Authorizing Resolution (if applicable)
- \_\_\_\_\_ Applicant Disclosure of High Risk Status
- \_\_\_\_\_ Additional Attachments
  - \_\_\_\_\_ Applicant Disclosure of Pending Applications
  - \_\_\_\_\_ 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.
  - \_\_\_\_\_ evidence of for-profit status, e.g., a copy of the articles of incorporation, if applicable.