



2026 VALE GRANT APPLICATION GUIDELINES

The most successfully written grant applications bring together the needs of crime victims, the agency, and the VALE Board in one coherent and logical plan.

GENERAL INFORMATION

The 17th Judicial District Victim & Witness Assistance and Law Enforcement (VALE) Board is authorized to enter into contracts for the purchase and coordination of victim and witness assistance services with persons or agencies that the Board deems appropriate.

The priority of use of 17th Judicial District VALE funds is for the provision of services and programs listed in C.R.S. 24-4.2-105 and the implementation of the rights afforded to crime victims as set forth in C.R.S. 24-4.1-302.5.

The 17th Judicial District VALE Board has also established the following local funding priority:

- ❖ Programs providing direct services to victims of crime in both Adams and Broomfield Counties.

The 17th Judicial District VALE Board accepts and considers grant requests submitted for new projects on an equal basis as those submitted for projects requesting continued funding. Factors other than those stated above may also be utilized in making final funding decisions. Funds may be awarded for projects not designated in the priority categories. The fact that an applicant meets eligibility requirements and applies for services within a priority funding category does not guarantee funding.

The application form for 2026 17th Judicial District VALE grant requests can be accessed at https://www.zoomgrants.com/zgf/17th_Judicial_District_2024_VALE_Grant

The 17th Judicial District VALE Board will not accept 2026 grant applications submitted on any other forms, or in any other format. Failure to complete the current and correct grant application form through the ZoomGrants application process will result in denial of 202 grant funding consideration by the VALE Board.

The following guidelines are for grant applicant reference and/or use in preparing the grant application for funding consideration of 17th Judicial District VALE Project and/or Personnel requests. Compliance with grant application guidelines will not guarantee funding. Please read the applicable statutes, the entire application, and these guidelines before writing the grant application.

We hope that this guide provides useful information and will be beneficial in completing the 2026 VALE grant application for 17th Judicial District VALE funding consideration.

For questions or concerns regarding grant application, contact:

VALE program staff
303-835-5791
VALE@da17.state.co.us

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GRANT APPLICATION WRITING TIPS

- ❖ **Plan ahead.** Create a detailed work schedule that includes due dates for writing, editing, making changes and corrections, proofreading, and obtaining necessary signatures. It may help if only one person has the authority to direct the workflow associated with writing the grant application.
- ❖ **Use clear and concise language.** When you are writing the grant application, always fully define any abbreviations or jargon that you use, as some VALE board members work outside of victim services. Be sure that information provided is consistent throughout the application.
- ❖ **Be thoughtful when cutting and pasting from a previous grant.** Be sure to update all relevant information, particularly statistical data and contact information. Keep in mind that you will not have an opportunity to change or add to the grant application after it is submitted.
- ❖ **Proofread.** Consider having someone unrelated to your work read the proposal to ensure you have explained your request sufficiently for reviewers who are unfamiliar with your program or agency. In addition, staff and volunteers at your agency may be less than critical because of their role in the agency.
- ❖ **Provide complete, verifiable information.** Assume that the 17th Judicial District VALE Board knows nothing about the proposed project and/or personnel request, the grant applicant agency, and the victim service community need(s) that the grant funded project and/or personnel address *even if this is a request for continued funding*. There may be new board members reviewing grant applications who are unfamiliar with your agency and/or with prior grants. Any statements in the grant application should be supported by evidence; current local, verifiable statistics; and/or other factual documentation. Provide sufficient evidence to demonstrate that the grant applicant agency has the ability to continue to offer the proposed project and/or personnel services. Provide reference cites and sources of data in the body of the grant application, particularly where required to do so. Use and refer to measurable outcomes, particularly measurable outcomes of the proposed services for victims as expressed and experienced by victims, whenever possible. However, avoid extraneous information.
- ❖ **Be succinct.** At the same time, a successful grant application will be just long enough to clearly communicate the purpose and impact of the proposed project and/or personnel services being requested. The information the Board will be focused on will be limited almost solely to project and/or personnel funding directly related to the 17th Judicial District. Again, avoid extraneous information.
- ❖ **Respond to every question, whether applicable or not.** Never leave a section or question blank; write “N/A” instead. If a question does not have an answer, the grant application will be considered incomplete.

GENERAL APPLICATION GUIDELINES

PLEASE NOTE: You will not have an opportunity to make additions, changes, or corrections to the grant application after it has been submitted. The Board will make their funding decision based upon the grant application that is submitted.

- ❖ **Read the statutes** that govern the funding determinations of the VALE Board. These are Colorado Revised Statutes 24-4.2-101 and 24.4.1-302. These documents are in the “Library Tab” of the ZoomGrants application.
- ❖ **Review the proposed activities of your project and/or personnel to determine applicability under state statutes, as well as the information contained in the 2026 Request for Proposal.**
 - Is the request for direct services related to services to crime victims?
 - Is the need for the proposed project evidence based?
 - Is the need for the proposed project substantiated by current local statistical data?
 - Is the project one that your agency will use to provide in-kind support to ensure success of services during and after grant funding?
 - Is your plan for managing the project realistic and reasonable in consideration of personnel, time, and fiscal resources currently available?
 - How will the project measure the difference that grant-funded services will make for crime victims from the crime victim’s perspective?
- ❖ **Read through these guidelines** and call or email the VALE Program Administrator as soon as possible if there are questions. This contact information is in the General Information section of this document.
- ❖ **Comply with the VALE Grant Application format.**
 - **Access the application.** The 2026 grant application is available at:
https://www.zoomgrants.com/zgf/2026_17th_JD_VALE_Grant_Application_link
 - **Please be aware that this format does not allow for spell checking.** We recommend typing the content of the application in a separate Microsoft Word document, then copying and pasting the information into the application.
 - **Be succinct.** Responses are limited to the space provided in the grant application. Documents are limited to what is required. The 17th Judicial District VALE Board will not consider any supplemental documents and / or Information other than what has been required or is included in the grant application.

- **Answer every question.** Grant applicants MUST PROVIDE A RESPONSE TO EVERY QUESTION. If a question is left blank, the ZOOMGrants system will not allow you to submit the grant application.
- **Follow the instructions for the budget narrative section:** If you do not provide a complete, itemized and accurately calculated budget narrative for every line item requested for grant funding consideration, the grant application will be considered incomplete. There are questions in the Budget Section that require a numerical, not a dollar sign, response. Simply enter the numerical responses required, disregarding the \$ designation.

GRANT APPLICATION FORM

You may notice that throughout the grant application form, and these guidelines, there are repeated references to the “Grant Funded Project / Personnel”. The purpose of this term is to highlight the focus of the grant application: Service to be funded and provided through a specific project, and/or by designated personnel to victims of crime in the 17th Judicial District, as opposed to the wider scope of all services provided to victims by the agency in the 17th Judicial District or elsewhere.

There are a select few questions in the grant application that are directed towards the grant applicant agency as a whole: these questions will contain the word AGENCY. The majority of the grant application is information focused on the Grant Funded Project / Personnel specific to the 17th Judicial District. The grant application may be for specific agency supplies and operating expenses and/or for designated personnel. In these cases, the “project” will be the services being provided that are linked to the supplies and operating expenses and /or that are being provided by the designated personnel. All goals, objectives, performance/ victim impact measures and budget line items, including personnel, must correspond to one another and be limited to service delivery in the 17th Judicial District.

TO BEGIN THE APPLICATION PROCESS:

1. Go to the 17th Judicial District VALE website at www.17vale.org
2. Click on “What is VALE?” and select “Planning to submit a Grant Application” At the bottom there is a button that says “Apply via ZoomGrants” or use this link:
https://www.zoomgrants.com/zgf/2026_17th_JD_VALE_Grant_Application_link
3. Create a unique User ID and Password for future access to your 17th Judicial District VALE grant application. Each grant applicant agency will be allocated one User ID and Password; if there will be multiple persons working on the application, ensure that everyone has access to this single User ID and Password.
4. You are ready to complete the Application Summary and Pre-Application.

5. Complete the Application Summary. Please note:
 - The title that you assign to the Grant Funded Project/Personnel will be the title that will be utilized in the 2026 Contract Agreement if funding is approved. Choose a title that accurately reflects the 17th Judicial District VALE Grant Funded Project/Personnel.
 - You will need to determine the total amount of anticipated funds that you will be asking for BEFORE submitting the Application Summary. Your final Grant Funded Project/Personnel budget should only differ slightly from the amount that you have listed here.
6. Complete the Pre-Application and submit. After the Application Summary and Pre-Application are submitted, they will automatically be approved, and you may immediately begin working on the 2026 17th Judicial District VALE grant application.

APPLICATION SUMMARY

APPLICATION TITLE / PROJECT NAME

This is how the grant application will be referred to in subsequent correspondence and documents. Provide a name for the project specifically being requested for 17th Judicial District VALE funding consideration.

AMOUNT REQUESTED

This amount is to be close to the total amount calculated in the final grant application budget section.

APPLICANT INFORMATION

Please provide information for the *Project Director* in this section. The Project Director will serve as the main, and primary, contact person for purposes of questions and concerns that may come up during the funding period.

ORGANIZATION INFORMATION

Provide the following information:

- Address 1 is the address that all written notifications will be sent to unless the VALE Board approves alternate arrangements.
- Address 2 is the physical address of the 17th Judicial District VALE Project, if different from the mailing address.

CEO / EXECUTIVE DIRECTOR

This is the same person as the Agency Director, not the Authorized Official.

PRE-APPLICATION

The Pre-Application is for administrative use only. It allows the 17th Judicial District VALE administrative personnel to provide the VALE Board with preliminary data regarding past funding requests and current demographic information. Grant applicants are encouraged to review the General information on page 2 of this document when completing the Pre-Application Summary.

GRANT APPLICATION QUESTIONS

REMINDER: EVERY QUESTION MUST BE ANSWERED FOR THE GRANT APPLICATION TO BE CONSIDERED COMPLETE WHEN SUBMITTED.

1. APPLICANT AGENCY DESCRIPTION

Provide a brief, concise description of the agency's purpose and capacity to ensure proposed grant funded services are delivered to victims of crime in the 17th Judicial District. This may include the agency's mission statement as it relates to direct services to victims and this project, the year of establishment, the types of clients currently served, current services provided to victims of crime, the agency's area of expertise regarding the proposed activities of the project, and the agency's organizational capability to manage the grant. The purpose of this question is to clearly and succinctly document the agency's willingness and ability to support the 17th Judicial District VALE Funded Project / Personnel including the effective service delivery and responsible management of VALE grant funds.

2. PROBLEM STATEMENT

Using local, factual data to identify and substantiate the specific need(s) of crime victims in the 17th Judicial District that the grant funded Project/Personnel will address. The information provided in this response serves as a bridge connecting the Applicant Agency Description (question #1) and the Description of the Project (question #3), and sets the stage for the project's goals, objectives, and budget line-item requests. In preparing this response, use current statistics involving the communities within the 17th Judicial District. Please do not include national statistics - even statewide statistics have minimal relevance in responding to this question. Relevant statements from local authorities may be useful as they may reference connections with local initiatives and service providers.

A complete response to Question # 2 will include:

- ❖ What specific services are needed;
- ❖ Who needs these services;
- ❖ What local, factual documentation (data) exists for the service(s) needed and where you found this data/documentation;
- ❖ How does/will the Grant Funded Project / Personnel impact the need(s) of crime victims in the 17th Judicial District?

- ❖ What is the reason(s) that your agency is the best or most logical organization to provide these services in the 17th Judicial District?

3. DESCRIPTION OF PROJECT / PROGRAM SERVICE(S) / PERSONNEL

REQUIRED ATTACHMENT TO UPLOAD:

Agency classification and job description for each position being requested for VALE funding.

Outline the grant funded services to be provided to victims of crime in the 17th Judicial District that address the need identified in the Problem Statement. Explain in a clear and succinct way the project and the services you are planning to provide with VALE funds.

Describe only the part of your program for which you are requesting funds. The project's goals and objectives, and the budget included with this request should support the activities that are described in this section.

A complete response to Question # 3 will include:

- ❖ Reason(s) the Grant Funded Project/Personnel is in compliance with the statutes and funding priorities that guide the decision-making process of the 17th Judicial District VALE Board.
- ❖ A clear and succinct description of the following:
 - What services will be provided?
 - Where will these services be provided?
 - When will these services be provided?
 - Who (include individual's name and job title) will be providing the services?
 - Who is receiving the services?
 - How are services being delivered?
 - How many services? To how many victims?

Examples:

VALE grant funds may be requested for the salary and benefits of one full-time victim advocate of a law enforcement victim services program. Therefore, the Grant Funded Project / Personnel request outlines ONLY the services to be provided by the one full-time victim advocate.

VALE grant funds may be requested to fund a portion of mental health expenses for a victim services agency. Therefore, the Grant Funded Project/Personnel request outlines the services to be provided that require VALE funding of the supplies and operating expenses being requested.

The What / Where / When / Who / Whom / How

→ becomes Grant Funded Goals and Objectives

→ identifies Budget line items.

4. FIRST TIME GRANT REQUESTS

A first time or new grant request is defined as a grant application for a Grant Funded Project / Personnel not previously funded by the 17th Judicial District VALE Board.

A complete response to Question # 4 will include:

- ❖ If services and/or personnel are currently being funded, identify the current funding source; explain why this funding source will no longer be available in the next fiscal year; explain the reason(s) 17th Judicial District VALE is the most appropriate funding source to assume the costs of this service/personnel.
- ❖ If training and/or equipment are being requested, explain how the items are not routine, ongoing operating agency expenses and the reason(s) 17th Judicial District VALE is the most appropriate funding source to pay for these expenses.

5. CONTINUATION FUNDING REQUESTS

Describe any Grant Funded Project/Personnel changes (services, personnel, or budget line items) in this grant application for CALENDAR Year 2026 that are different from the current funding CALENDAR Year (2025).

For any increased funding requests, total or budget line item, the following must be included:

- ❖ Identify the specific change(s) being proposed.
- ❖ Identify the specific budget line item(s) to be increased.
- ❖ Provide a brief and concise justification for the increase that demonstrates the increase is directly related to achieving the goals and objectives of the Grant Funded Project / Personnel.
- ❖ Provide supportive, verifiable data that change(s) were based upon.
- ❖ Address reason(s) 17th JD VALE is the most appropriate source to fund changes.

6. PRIOR DE-OBLIGATION:

Answer N/A if your agency has not de-obligate 17th JD VALE funds in the last two years. Answer YES if your agency has de-obligated 17th JD VALE funds in the last 2 years and explain why your agency was unable to utilize the full amount of the grant award.

7. GOAL 1, OBJECTIVE 1A:

Goal 1 and Objective 1A have been pre-determined by the VALE Board pursuant to statutes and published funding priorities and are required for every grant application. If the grant applicant is requesting a project / personnel that will not address Goal 1, objective 1 A, please contact the VALE Program Administrator immediately before proceeding further with completing the grant application.

VICTIM

Victims: Primary and secondary victims

Primary Victim: The person against whom the crime was committed, except in the case of a person's death as a result of a crime, where the primary victims are the survivors of the deceased. In domestic violence crimes, children of the primary victim are also considered to be primary victims.

Secondary Victim: Person other than the primary victim(s) receiving services because of their own reaction or needs directly resulting from a crime.

New Victim: Victim who is receiving services for the first time.

CALCULATING NUMBERS OF VICTIMS AND SERVICES

The number of victims to be served, crime type and services provided, by the Grant Funded Project / Personnel must reflect an unduplicated count.

- ❖ An unduplicated count for *victim numbers* is calculated by estimating the number of new victims, by crime type, receiving Grant Funded Project / Personnel services during the twelve-month grant funding period.
- ❖ When a crime involves multiple offenses, choose the primary criminal act by which to identify *crime type*.
- ❖ An unduplicated count for *type of services* being provided by the Grant Funded Project / Personnel is calculated by estimating the services that will be provided ONE VICTIM during a twelve-month period. It is possible that multiple services (such as crisis intervention, follow-up, personal advocacy, criminal justice support) may be provided to a victim over the grant funding period. **The estimated number of services will generally be greater than the estimated number of victims to be served.**

For a listing of applicable crimes that are considered eligible for VALE funded project assistance refer to the Victim Rights Act, C.R.S. Section 24-4.1-302.5.

8. OTHER VICTIMS TO BE SERVED THAT WERE NOT LISTED IN QUESTION 7, OBJECTIVE 1A.

List any other category of victim, not previously listed in Question 7 that the Grant Funded Project/Personnel will be serving and who will be receiving services pursuant to the VRA and/or addressed in the VALE Statute.

9. **OBJECTIVE 1B: Identify the total estimated number of victims by service type to be provided by the Grant funded Project/Personnel.** *The number of services to be provided are to be related to the answer in #3 describing the Grant Funded Project/Personnel, to the Budget line items requested and justifications / calculations provided in required Budget Narrative.*

10.OBJECTIVE 1B CONTINUED:

TYPES OF SERVICES, INCLUDE but are not limited to:

- ❖ Assistance Completing Victim Compensation Application: Refers to assisting the victim in completing the compensation application. This is more than writing down the case number and submitting an application.
- ❖ Assistance Completing Criminal Justice Forms: Refers to assisting the victim in completing criminal justice forms such as Victim Impact Statements, letters to the court, or restitution forms. This is more than just handing out a form.

- ❖ Assistance with Emergency Financial Resources (outside Agency): Refers to providing assistance in getting emergency financial support through witness protection, Catholic Charities, COVA or other programs (not your own).
- ❖ Civil Legal Information, Support & Advocacy: Refers to filing temporary restraining orders, injunctions and other protective orders, elder abuse petitions, and child abuse petitions directly related to a crime as identified by Colorado Revised Statutes. Does not include criminal prosecution or the employment of attorneys for non-emergency purposes, such as custody disputes, civil suits, dependency and neglect petitions that do not arise out of a criminal incident, etc.
- ❖ Community Referrals: Refers to providing referrals to victims of appropriate community resources or assisting victims in completing forms for community assistance. This could be assisting with Address Confidentiality, housing assistance forms, TANF, UVISA etc. This is more than just providing phone numbers for assistance.
- ❖ Coordination of Safety during the Criminal Justice Process: Refers to the coordination of services to address any safety concerns by the victim. This could include providing a secure waiting area, provisions for safety during court hearings or interviews, assistance with protection from threats or intimidation.
- ❖ Crime Scene Response: Refers to in-person crisis intervention, emotional support, guidance and information provided by advocates, counselors, mental health professionals, or peers at the scene of the crime and/or immediately after a crime.
- ❖ Criminal Justice Information, Support & Advocacy: Refers to support, information, and advocacy provided to victims at any stage of the criminal justice process, to include post-sentencing services and support.
- ❖ Crisis Hotline Assistance: Refers to telephone crisis intervention, emotional support, guidance and information provided by advocates, counselors, mental health professionals, or peers.
- ❖ Emergency Financial or Tangible Assistance: Financial or tangible assistance for transportation, food, clothing, emergency housing, etc. that is provided by the grant applicant agency. Referrals to outside agencies for financial or tangible assistance are a different service type.
- ❖ Employer/Creditor Intercession: Refers to assisting victims with their employer when needing to attend interviews, court appearances, medical or mental health appointment or other required attendance.
- ❖ Follow-Up Contact: Refers to victim contacts, including in-person contacts, telephone contacts, and written communications with victims to offer emotional support; counseling, empathetic listening and checking on a victim's progress, etc.
- ❖ Forensic Exams: Refers to providing forensic exams to victims of crime. This could be SANE exams or other forensic exams used in other types of crime, i.e. Child Abuse or Domestic Violence.
- ❖ Group Counseling: Refers to providing counseling in a group setting.
- ❖ Hospital/Clinic/Medical Response: Refers to providing advocacy services at a hospital, clinic or medical facility to victims of crime.
- ❖ Individual Counseling: Refers to professional psychological and/or psychiatric treatment for individuals, arising from the occurrence of a crime. This includes the evaluation of mental health needs, as well as the actual delivery of psychotherapy.
- ❖ Property Retrieval: Refers to providing victims assistance in getting back their personal property after a crime has occurred. This could include the successful retrieval or even an attempt that is not successful due to the prosecution or investigation unwilling to release property.
- ❖ Shelter/Safehouse Services: Refers to providing short-term housing and related support services to victims and families following a criminal victimization.

- ❖ Special Advocate Services: Refers to providing special advocate services as defined in VALE statute C.R.S. 24-4.2-105(4)m to crime victims. This would be CASA advocates, etc.
- ❖ Telephone Lines for Victim Assistance: Provision of telephone lines for victims and witness assistance.
- ❖ Transitional Housing: Refers to providing services to victims with long-term housing and related support services to victims and families following a criminal victimization. This does not include providing referrals for transitional housing.
- ❖ Translation / Interpretation Services: Refers to either directly providing translation / interpretation services for a victim or arranging for translation / interpretation services for victims.
- ❖ Transportation: Refers to arranging transportation to/from court for persons who are elderly/disabled.

11. OTHER SERVICES NOT PREVIOUSLY LISTED IN #9 AND #10

Are there other specific service(s) to be provided by Grant Funded Project/Personnel that assure the implementation of crime victim rights pursuant to the VRA and/or are addressed in the VALE Statute. List the service(s) in question 11 and the number of victims to be served in the “Other” Service(s) line in question 10.

12 – 17. GOALS (2-3) AND OBJECTIVES

GOALS: Along with the goals and objectives in questions 7 through 11, the goals and objectives listed in questions 12 through 17 will be the elements that the project will be evaluated on. The progress of the goals and objectives identified in these questions will be reviewed biannually through the narrative reporting process.

Goals should be clear, general statements describing what you intend to accomplish with the grant funds. The goals should highlight the overall purpose of the project, and each goal should be directly related to the project description and budget.

OBJECTIVES: Objectives are specific, measurable statements of action regarding goals. They should be specific and measurable, and should answer “What?”, “Who”, “By when?”, “How many”, “For whom”, and “How?”.

Objectives should be written using the “SMART” Guidelines. They should be:

- Specific
- Measurable
- Action-Oriented
- Realistic
- Time-Specific

Sample Goals and Objectives

GOAL: The DV Project will provide direct services to address the immediate safety needs of domestic violence victims in the 17th Judicial District.

OBJECTIVE: The volunteer program supervisor will assist in the recruitment, screening and on-going supervision of five volunteers who will provide direct services to 150 women and 95 children by the end of the 12-month funding period.

OBJECTIVE: The legal advocate will assist 75 women to obtain protection orders by the end of the 12-month funding period.

GOAL: The Victim Assistance Program will provide direct services to ensure that victims in this area (municipality (ies), county) are informed of their rights and resources.

OBJECTIVE: The Victim Assistance Program Coordinator / volunteers will provide on-scene crisis intervention to 350 victims of VRA crimes by the end of the 12-month funding period.

OBJECTIVE: The Victim Assistance Program Coordinator will maintain two volunteers to provide on-call translation to 35 mono-lingual crime victims of VRA crimes by the end of the 12-month funding period.

GOAL: The multi-disciplinary Crime Victim Task Force will work to improve a coordinated community response in the 17th Judicial District’s response to adult sexual assault victims.

OBJECTIVE: The Task Force will review current statistical data, field research and best practice literature related to a coordinated, community response for adult victims of sexual assault crimes to create policies and procedures addressing best practice response for the multi-disciplinary Task Force in the 17th Judicial District by the end of the 12-month funding period.

OBJECTIVE: The Project Coordinator will facilitate monthly meetings of the multi-disciplinary Sexual Assault Crime Team to review approximately 36 adult sexual assault cases that occurred in the 17th Judicial District to determine how effectively established policies and procedures were implemented and implementation outcome.

GOAL: To provide equipment / technical assistance / support and / or training to victim service providers, criminal justice professionals, community based allied professionals, to improve the quality of direct services and /or increase direct services provided to victims of crime in the 17th Judicial District.

OBJECTIVE: The Project Director will organize a one-day workshop to provide training on the investigation and prosecution of domestic violence and sexual assault cases to 30 advocates, 30 law enforcement officers, 30 perpetrator treatment providers and 30 prosecutors by the end of the 12-month funding period.

OBJECTIVE: The Project Director will facilitate the purchase of twelve cell phones with pre-paid minutes to provide to 35 domestic violence victims as part of a safety plan during the 12-month funding period.

PERCENTAGE OF VICTIMS SERVED

18. WHAT PERCENTAGE OF TOTAL VICTIMS SERVED BY YOUR AGENCY ARE CRIME VICTIMS IN THE 17TH JUDICIAL DISTRICT?

Example: XYZ Agency serves victims from both the 17th JD and the 2nd JD. XYZ serves on average 1000 victims. 750 are from the 17th JD and 250 are from the 2nd JD. Therefore, the percentage of total victims served by XYZ Agency in the 17th JD is 75%.

SERVICE DELIVERY CHALLENGES

19. GRANT FUNDED PROJECT / PERSONNEL SERVICE DELIVERY CHALLENGES:

Identify possible challenges that may be reasonably anticipated, or currently exist, that may impact the delivery of grant funded service(s). Outline possible way(s) grant funded project / personnel may address each challenge identified.

Example: Based upon factual data documenting need for shelter services for 200 women, requests for services may exceed what the .50 grant funded position can responsibly handle for the 120 women projected to be served.

To address: Grant funded personnel will establish collaborative relationships with other victim shelter service programs in the area to coordinate delivery of emergency shelter services that exceed .50 grant funded personnel response capacity.

VOLUNTEER SERVICES

20. GRANT FUNDED PROJECT / PERSONNEL VOLUNTEER SERVICES:

Indicate if the Grant Funded Project/Personnel services utilize volunteers and /or interns.

COLLABORATION VERIFICATION

21. GRANT FUNDED PROJECT / PERSONNEL VICTIM IMPACT SERVICE COLLABORATION:

The 17th Judicial District VALE Board strongly encourages both agency personnel who provide services that are grant funded, and grant funded personnel, to develop and maintain meaningful working relationships with both governmental and non-profit victim assistance agencies that provide crime victims in the 17th JD similar services or serve the same populations. Information regarding cooperative and collaborative efforts between agencies, organizations, programs, and projects that serve victims in the 17th Judicial District, particularly between those agencies receiving VALE grant funds, is routinely gathered and utilized by the Board in making funding determinations.

List 3 agencies with which the VALE Grant Funded Project / Personnel collaborate with most frequently.

OUTREACH TOOLS

22. GRANT FUNDED PROJECT / PERSONNEL VICTIM SERVICE OUTREACH:

Identify outreach tools that provide a description of Grant Funded Project / Personnel services for crime victims in the 17th Judicial District. This may be a website address and link, fliers, billboard ads, public meetings, etc. List all that apply.

SERVICES FOR UNDERSERVED / UNDERREPRESENTED POPULATIONS

23. UNDERSERVED / UNDERREPRESENTED POPULATIONS:

All applicants are expected to demonstrate an awareness of the need for, and the capacity to address, services to the underserved and underrepresented populations in the 17th Judicial District. Describe the underserved / underrepresented populations of crime victims to be served by the Grant Funded Project / Personnel request.

Underserved / underrepresented populations are defined as individuals who by virtue of language, ethnicity, race,

culture, disability, age, sexual orientation, or geographic location may require special or different accommodations in order to access services.

A complete response to Question # 23 will include:

- ❖ Description of specific specialized service(s) to be provided.
- ❖ Specific number of crime victims of underserved (designated) population to be served.
- ❖ Cite the source of information that was the basis for identifying the underserved/underrepresented population(s) in the 17th Judicial District to be provided Grant Funded Project / Personnel services.

EXAMPLE: 17th JD VALE Project / Personnel includes 50% salary / benefits of one full-time bi-lingual mental health therapist to serve 100 mono-Spanish speaking domestic violence victims.

CULTURAL INCLUSIVITY

24. AGENCY CULTURAL RESPONSIVENESS:

Describe agency efforts to effectively work with, and deliver services to, the diverse cultural communities of the 17th Judicial District. Identify specific culturally responsive components of the Grant Funded Project / Personnel that may be included in any Goals / Objectives.

A complete response to Question # 24 will include:

- ❖ How does the membership of the agency Board of Directors reflect the diverse cultures / ethnicities of the 17th Judicial District?
- ❖ How does the agency personnel providing Grant Funded Project / Personnel services reflect the diverse cultures / ethnicities of the 17th Judicial District?
- ❖ How will the Grant Funded Project / Personnel services increase awareness of the needs and / or serve crime victims with diverse cultures / ethnic backgrounds?

CVC ELIGIBLE SERVICES

25. GRANT FUNDED PROJECT / PERSONNEL CRIME VICTIM COMPENSATION SERVICES:

Check "YES" if any grant funded services / activities of grant application objectives are eligible for payment from the CVC fund. Refer to Section 24-4.1-109, C.R.S. for clarification.

These may include:

- ❖ Therapy, mental health assessments
- ❖ Medical services, including repair / replacement of medically necessary devices; home healthcare
- ❖ Funeral / crematory / burial expenses
- ❖ Lost wages due to victim injury or death
- ❖ Residential security measures
- ❖ Residential property repair

For further information concerning the 17th JD Crime Victim Compensation Program contact Tonya Isenbart at tisenbart@da17.state.co.us

26. GRANT FUNDED PROJECT / PERSONNEL CRIME VICTIM COMPENSATION SERVICES:

If the answer to question #25 is NO, enter N/A

If the answer to question #25 is YES:

- ❖ Identify which grant application objective activities / services are CVC payment eligible. This includes any grant funded service and/or any service provided by grant funded personnel that would be eligible for CVC payment.
- ❖ Describe how your agency tracks funds and services to ensure that it is not using VALE funds to provide services that could be or have been paid by Crime Victim Compensation.

EVALUATION PLAN

27. GRANT FUNDED PROJECT / PERSONNEL PROCESS EVALUATION:

Outline how the activities of each objective in the grant application will be tracked, reported and utilized by the agency to determine progress of each objective. Collecting and reporting this data provides an opportunity for the VALE Board and the agency to monitor and evaluate the progress of grant funded project / personnel services. It also provides both the VALE Board and agency with concrete justification to modify or change objectives if necessary, during a funding period.

A complete response to Question #27 will include:

- ❖ How grant funded data will be collected.
- ❖ Who will be collecting the grant funded data.
- ❖ How the data will be maintained and by whom.
- ❖ Who will be reporting the grant funded data.
- ❖ How will grant funded data collected be used by the agency to determine the progress of all 17th JD VALE Project / Personnel goals and objectives.

Required data to track, report, and use to reflect:

- ❖ Number and type of specific services provided by the Grant Funded Project / Personnel.
- ❖ Number of crime victims served by the Grant Funded Project / Personnel.
- ❖ Who performed what function(s) or provided what service(s) of the Grant Funded Project / Personnel.
- ❖ The time frame in which Grant Funded Project / Personnel services were provided to crime victims.

SAMPLE EVALUATION OUTLINE

Non-Profit Agency Project

GOAL 1: The DV Project will provide direct services to meet the immediate safety needs of domestic violence victims in the 17th Judicial District.

OBJECTIVE 1: The volunteer program supervisor will assist in the recruitment, screening and on-going supervision of five volunteers who will provide direct services to 150 women and 95 children by the end of the 12-month funding period.

PROGRAM / PROJECT DATA OUTPUT COLLECTION & EVALUATION PROCESS of OBJECTIVE 1:

- ❖ The Volunteer Program Coordinator will require each trained volunteer to complete a service tracking sheet that will identify each woman and child that received services during their volunteer shift.
- ❖ The tracking sheets will be submitted to the Volunteer Program Coordinator each month to be entered into a database case management program.
- ❖ The Volunteer Program Coordinator will prepare and provide a monthly statistical report to be provided based upon the volunteer service tracking sheets to the Agency Director.
- ❖ The Agency Director and Volunteer Program Coordinator will review the cumulative quarter data to determine if VALE grant funded objectives are being used to identify challenges or problems, identify corrective strategies and /or prepare a written request to the VALE Board to modify objectives.
- ❖ Cumulative statistical data will be prepared, and a written report submitted to the VALE Board in the same summary report format as provided to the Agency Director each month.

AGENCY RESILIENCY RESOURCES FOR PERSONNEL

28. AGENCY RESILIENCY RESOURCES FOR VICTIM SERVICES PERSONNEL:

The 17th Judicial District VALE Board is committed to ensuring the sustainability of professionalism of victim service providers. Indicate, by checking the appropriate box, if the agency has policies/procedures/programming that addresses the secondary trauma experienced by paid personnel and volunteers related to the provision of direct victim services.

29. AGENCY RESILIENCY RESOURCES:

This question refers to how the grant applicant agency addresses the unique secondary trauma experienced by paid victim service program personnel and volunteers by asking for a brief outline of the specific policies / procedures / programming in place, or to be put into place, that addresses the unique stress experienced by paid victim service program personnel and volunteers.

PROJECT CONTACT AND OFFICIALS

30. PROJECT DIRECTOR:

Provide the name, title, email address and phone number for the person responsible for the direct and daily administration and/or oversight of Grant Funded Project services and /or Grant Funded Personnel. This person will be the same person who signs as Project Director on the contract; signs the Certified Assurances document for the grant application; and this person may not be the same person as the Financial Officer or Authorized Official.

REQUIRED ATTACHMENT TO UPLOAD: Copy of Project Director's resume.

31. FINANCIAL OFFICER:

Provide the name, title, email address and phone number for the person who is responsible for monitoring and reporting the receipt and expenditure of the Grant Funded Project/Personnel. This person must be the same

person who signs as Financial Officer on the contract; signs the Certified Assurances for the grant application; and a person may not be the same person as the Project Director named in Question #30.

32. AUTHORIZED OFFICIAL:

Provide the name, title, email address and phone number for the person who is, by virtue of their position, authorized to enter into contracts for the Agency. This could include Mayor or City Manager for City Agencies/Police Departments, Chairperson of the County Commissioners for County Agencies, President or Chairperson of the Board of Directors for Non-Profit agencies, District Attorney, Sheriff, Superintendent, or Chief Executive Officer. This person must be the same person who signs as Authorized Official on the contract; signs the Certified Assurances for the grant application; and this person may not be the same person as Project Director or Financial Officer.

STATUTORY REQUIREMENTS

33. AGENCY VICTIM RIGHTS ACT RESPONSIBILITIES:

Indicate whether the agency is identified in the VRA statute as an agency that must provide statutorily mandated services listed. These mandated services apply to law enforcement agencies, a state prosecutor's office, state judiciary, state Probation Department, detention, or Department of Corrections facilities.

34. VICTIM RIGHTS ACT TRAINING:

All 17th Judicial District VALE grantees are required to provide victims with information regarding their rights as a crime victim pursuant to Colorado law. If you are unfamiliar with the Colorado Constitutional Amendment Regarding Victims Rights (VRA), or wish further information, please contact the Victim Rights Act Specialist at the Colorado Division of Criminal Justice at 303 239-4497.

- ❖ List the date of the most recent VRA training that was provided to ALL agency victim services paid personnel and volunteers.
- ❖ List the name and title of the individual who provided the training.

Annual VRA training is required for all 17th JD VALE grant recipients prior to disbursement of grant funds. This requirement cannot be waived.

35. CRIME VICTIM COMPENSATION TRAINING:

All 17th Judicial District VALE grantees are required to provide victims with information regarding the eligibility requirements and program parameters of the Colorado Crime Victim Compensation (CVC) Program pursuant to Colorado law unless this requirement is waived specifically by the 17th Judicial District VALE Board. For current grant applicants, a waiver of this requirement will be on file if applicable to your agency; if there are questions regarding a waiver for this requirement, contact the VALE Program Administrator.

- ❖ List the date of the most recent CVC training that was provided to agency victim services program paid personnel and volunteers.
- ❖ List the name and title of the individual who provided the training.

Annual CVC training is required regarding the components of the CVC Program by a person that administers a local CVC Program and is aware of the CVC program services as provided in the **17th Judicial District**.

If you are unfamiliar with the CVC Program, or need contact information regarding a local CVC program administrator, you may contact Tonya Isenbart, Director of Victim Programs for the 17th Judicial District at tisenbart@da17.state.co.us

FINANCIAL AND SUSTAINABILITY INFORMATION

36. GRANT FUNDED PROJECT / PERSONNEL SUSTAINABILITY PLAN:

Explain how your agency will mitigate the deficit if the grant request is denied in part or whole. Detail what will happen to the project / personnel if funding is denied by the 17th JD VALE fund. Can the project / personnel be sustained by other means?

37. GRANT FUNDED PROJECT / PERSONNEL FUTURE FUNDING:

Explain the plan beyond the grant funded calendar year to sustain the project / personnel. Include specific non-17th Judicial District VALE funding revenue sources, which will be sought. Many state and federal grant funding sources, including 17th Judicial District VALE, may not be available as the primary or sole funding source of project / personnel beyond a two-to-three-year period. The 17th Judicial District VALE Board in making funding determinations for 2026 will consider a response of “We will continue to look for alternative sources of support” as inadequate.

A complete response to Question # 37 will include (as applicable):

- ❖ Has the grant applicant agency considered including all or part of the Grant Funded Project / Personnel in the agency budget?
- ❖ Does the Grant Funded Project / Personnel have a fee-for-service potential to offset project/personnel expenses?
- ❖ Are there third-party payers with whom the agency might contract to subsidize Grant Funded Project / Personnel services?
- ❖ Does the grant applicant agency have a profitable service or activity that can be expanded to cover all, or a portion of the costs to provide Grant Funded Project/Personnel services?
- ❖ Has or is the grant applicant agency planning new or expanded fund-raising efforts for some or all the costs of the Grant Funded Project / Personnel position(s)?
- ❖ Has or is the grant applicant agency applying for membership in some federated fund-raising effort such as the United Way for some or all of Grant Funded Project / Personnel expenses?
- ❖ Is there another organization that could assume some financial responsibility for all, or part of the services provided by the Grant Funded Project / Personnel in a collaborative effort with the agency? For

example, if the Grant Funded Project / Personnel offer training and educational services to a school district, can these expenses be incorporated into the school district's future budgets?

NOTE: If the Grant Funded Project / Personnel will terminate at the end of 2026, or the agency will not be seeking 17th Judicial District VALE funds beyond 2026, the appropriate response to Question #37 is "Not applicable" or "N/A".

BUDGET

Read very carefully and follow ALL instructions provided for completing the grant application budget section.

Funding determinations for Grant Funded Project / Personnel budget line items will be based upon the justifications and calculations provided by the grant applicant agency in the Budget Narrative.

It is critical that the information in this section be carefully reviewed before submitting the completed grant application. Grant applicants will not be afforded an opportunity to make corrections to calculations or incomplete responses.

*Note: There are questions in the Budget Section that require a number, not dollar amount. Simply enter the numerical responses required, disregarding the \$ designation in those columns.

FUNDING SOURCES / REVENUES

This includes ALL funding revenue sources of the grant applicant agency for victim services. Revenue sources may include other grants, foundations, government funds, city funds, donations, fundraising, etc. In-kind contributions such as office space, phones, etc. do not apply and should not be included. This information provides an overall picture of your agency's funding sources.

For governmental agencies: Information regarding ALL revenue sources for the Grant Funded Project / Personnel is required. This includes all other grants funds being received, to be requested or that have been requested.

2025 FUNDS RECEIVING

List all 2025 sources of revenue for all victim services of the grant applicant agency.

2026 FUNDS REQUESTING

List all 2026 sources of *anticipated revenue* for all victim services of the grant applicant agency.

NUMBER (#) OF 2026 AGENCY PERSONNEL FUNDED

Identify the *number* of agency personnel anticipated to be funded in 2026 by each revenue source listed.

Example: Commissioners funded 3 FTE FY 2026 = 3 FTE

17TH JD VALE BUDGET

- ❖ This includes ALL line items being requested for 17th Judicial District VALE Grant Funded Project / Personnel.
- ❖ The grant application budget section provides five budget category subheadings for all 17th Judicial District VALE grant expenses.
- ❖ If a line item for the Grant Funded Project / does not fit into one of the five budget category subheadings listed, please contact the VALE Program Administrator before submitting the grant application.
- ❖ All line items must be specific and limited to the Grant Funded Project/Personnel.
- ❖ For each line item, Actual 2026 GRANT BUDGET EXPENSE = Total Expense of that specific line item for January 1, 2026 through December 31, 2026.
- ❖ The columns provided are the cumulative total of all expenses in each category. You are required to list separately each line item for the cumulative total of a category expense in the Budget Narrative.

Example: Supplies and Operating = \$1,000

FUNDING USES / EXPENSES CATEGORIES

PERSONNEL: Salaries / Benefits

Grant Funded Personnel only.

May include salary and fringe benefits.

SUPPLIES AND OPERATING

Line items that are directly related to achieving Grant Funded Project / Personnel Goals and Objectives.

May include office supplies, computer software, printing costs, rent, telephone expenses, postage, etc.

IN-STATE TRAINING / TRAVEL

Line items that are directly related to achieving Grant Funded Project / Personnel Goals and Objectives.

In-State training expenses may include tuition/registration fees for training/conferences.

Travel expenses may include lodging, travel and meals for training programs. Includes travel expenses for project personnel. Per-diem and expense rates are based on GSA standards. Refer to www.gsa.gov for rates.

PROFESSIONAL SERVICES / CONSULTANT

Line items that are directly related to achieving Grant Funded Project / Personnel Goals and Objectives.

This category refers to contractors, not agency employees. It may also apply to providers of direct victim services that require licensed practitioners for specialized services, for instance, mental health treatment.

EQUIPMENT

Line items that are directly related to achieving Grant Funded Project / Personnel Goals and Objectives. May include durable, single item costing \$1,000 or more with a useful life over one year.

2026 VALE GRANT PRIORITY BUDGET

Grant Priority Budget must show the minimum amount needed to fund the line item, with the understanding that the VALE Board may need to reduce the total amount awarded to the grantee due to financial constraints. This allows the Board to make an informed decision that is in the best interest of the grantee. Failure to provide a priority budget that differs from the requested budget will require the Board to make cutback decisions for the agency, should funding shortfalls occur.

BUDGET NARRATIVE

NOTE: Line items that have not been adequately justified and /or lack clear calculations may not be fully funded or may be denied in full. Line items requested that are not directly related to the Grant Funded Project / Personnel Goals and Objectives may be denied full funding.

- ❖ Budget Narrative categories reflect the same five category subheadings as the 17th JD VALE Grant Budget section.
- ❖ Every line-item expense requested in the total of each category subheading requires a corresponding justification and explanation of calculation in the Budget Narrative.
- ❖ Information in the Budget Narrative must demonstrate how each line item is directly related or corresponds to the Grant Funded Project/Personnel Goals and Objectives listed #7 through #17 of the grant application.
- ❖ The Budget Narrative must include the calculations used for each line item.

Example #1:

Grant Funded Personnel Salary Request is \$ 6,000

Calculated as follows:

One Full-Time Advocate Total Annual Salary Expense = \$20,000

\$20,000 x .30 = \$6,000

Example #2:

Grant Funded Project Supplies and Operating
Request for Office Supplies is \$2,000

Calculated as follows:

Total agency direct victim services office supplies expenses = \$10,000

$\$10,000 \times .20 = \$2,000$

The Budget Narrative must justify the reason(s) each line item is necessary to achieve the Grant Funded Project/Personnel Goals and Objectives listed #7 through #17 of the grant application.

Example #1:

One full-time advocate will dedicate 12 hours/week (30%) to provide direct services to 120 victims as outlined in Objectives 2A and 2B.

Example #2:

20% of Grant Funded Project services are designated for victims from the 17th Judicial District that will be provided as outlined in Objectives 2A and 2B.

Verify that the total of all line items equals the total entered in the 17th JD 17th JD VALE Grant Budget section.

INCREASED FUNDING JUSTIFICATION:

This includes a full explanation outlining the reason(s) 17th Judicial District VALE is the appropriate funding source for any line-item increase being requested. Information regarding any increase from the current funding period approved budget for the Grant Funded Project/Personnel must be provided.

A complete response to Increased Funding Justification will include:

- ❖ The specific line item(s) for which increased funding is being requested.
- ❖ Factual data, or other supportive documentation, that the increase(s) were based upon.
- ❖ The correlation between the increase(s) and achieving Goals/Objectives for the Grant Funded Project / Personnel.

BUDGET NARRATIVE CATEGORIES GUIDELINES

PERSONNEL: Salaries / Benefits

Pertains to Grant Funded Personnel only.

- ❖ Includes separate justifications and calculations for salaries and benefits.
- ❖ Includes specific calculations showing how the salary for each position was determined.
- ❖ Includes specific calculations showing how the rate for each type of benefit was determined.

SUPPLIES AND OPERATING

Directly related to achieving Grant Funded Project/Personnel Goals and Objectives. Items that can be purchased for less than \$1,000 are included in this category vs the equipment category. This may include computer software programs.

- ❖ Includes specific calculations showing how costs were determined for each line item.
- ❖ Includes separate justifications for each line item related to the Grant Funded Goals / Objectives listed in #7 through #17 in the grant application.

IN-STATE TRAINING / TRAVEL

Directly related to achieving Grant Funded Project/Personnel Goals and Objectives.

- ❖ Identify specific training(s), who is to attend each training.
- ❖ Explain how the training(s) and how the attendance of each person corresponds with the Grant Funded Project / Personnel Goals and Objectives given in #7 through #17 in the grant application.
- ❖ Itemize each expense requested in this category and show calculations.

PROFESSIONAL SERVICES / CONSULTANT

This category refers to contractors, not agency employees. It may also apply to providers of direct victim services that require licensed practitioners for specialized services- for instance, mental health treatment.

- ❖ Must be directly related to achieving Grant Funded Project/Personnel Goals and Objectives.
- ❖ Outline the specific services to be provided and by whom.
- ❖ Outline how these services correspond to the Grant Funded Project / Personnel Goals and Objectives given in #7 through #17 in the grant application.
- ❖ Explain the reason(s) these services cannot be provided by program / agency personnel.

EQUIPMENT

Limited to items over \$1,000 and with a useful life of over one year, and directly related to achieving Grant Funded Project/Personnel Goals and Objectives.

- ❖ Items requested are to clearly correspond with the Grant Funded Project / Personnel Goals and Objectives given in #7 through #17 in the grant application.
- ❖ If applicable, explain any attempts to obtain equipment with other funding.
- ❖ Explain the reason(s) that equipment requested is not considered routine, ongoing costs of the program / agency operations.
- ❖ Explain any reason(s) purchase of equipment is more feasible than leasing or renting.

REQUIRED ATTACHMENTS

1. **UPLOAD:** Agency position classification(s) and job description(s)
2. **UPLOAD:** Project Director's Resume
3. **UPLOAD:** Copy of Agency's Victim Service Program CODE OF ETHICS
4. **DOWNLOAD:** FINANCIAL MANAGEMENT SYSTEMS CHECKLIST

These questions are reflective of state and local requirements for receiving and management of grant funds and cover areas that will be monitored by VALE administrative personnel and through other reporting mechanisms. On-site visits may include requests to review accounting and financial management systems of the agency and information provided in the checklist will be used as a reference. This checklist is not intended to be all inclusive and does not relieve an agency's responsibility to meet all state and local requirements for grant funds. *An explanation for any "NO" answer must be provided on agency letterhead. Failure to address a "NO" answer for any question in this checklist may have a detrimental impact on a final funding determination regarding any 17th Judicial District VALE grant funding.* Complete this checklist with the assistance of the Financial Officer.

- Read each question carefully before responding.
- Review all financial requirements outlined on this page carefully before signing.
- Remember to print the NAME and TITLE of each signatory before submitting.

Any signature line left blank on this page will result in the grant application being considered incomplete and may negatively impact funding determinations made by the 17th Judicial District VALE Board.

5. **DOWNLOAD:** PUBLIC CONTRACT FOR SERVICES CERTIFICATION

State law requires that the 17th Judicial District VALE Board certifies that subgrantees do not employ or contract with Undocumented Noncitizens in compliance with Section 8-17.5-101 et.seq Colorado Revised Statutes and provisions are in place to ensure that Undocumented Noncitizens are not performing work to provide any services funded with 17th Judicial District VALE grant monies. If the agency is not able to make the aforementioned certification, you are required to provide an explanation on agency letterhead.

- Review all financial requirements outlined on this page carefully before signing.
- Remember to print the NAME and TITLE of each signatory before submitting.

Any signature line left blank on this page will result in the grant application being considered incomplete and may negatively impact funding determinations made by the 17th Judicial District VALE Board.

6. DOWNLOAD: CERTIFIED ASSURANCES

- Read this page and all definitions carefully before signing.
- Remember to print the NAME and TITLE of each signatory before submitting.

Any signature line left blank on this page will result in the grant application being considered incomplete and may negatively impact funding determinations made by the 17th Judicial District VALE Board.

IMPORTANT:

- 1) The Project Director MUST be a person other than the Authorized Official or the Financial Officer
- 2) The Financial Officer MUST be a person other than the Authorized Official or the Project Director.

REQUIRED ATTACHMENTS: NON-PROFIT AGENCIES ONLY

- 7. **UPLOAD: Agency 2026 Projected Budget**
- 8. **UPLOAD: Listing of Current Board of Directors and Key Officers**
- 9. **UPLOAD: Copy of 501(C)(3) IRS Tax Ruling**
- 10. **UPLOAD: Copy of current Financial Review and/or Audit Report**

- This is a REQUIRED ATTACHMENT for all non-profit grant applicant agencies regardless of agency size or total agency budget.
- The VALE Board defines “current” as within the past twelve months (January 1 through December 31, 2024).
- The Audit or Financial Review must be completed by a certified public accountant or other certified auditor who does not have any affiliation with the applicant agency, i.e. Board member, volunteer, past or current employee.

- 11. **UPLOAD: Copy of current Management Letter from Auditor**