



U.S. Department of Justice
Office of Justice Programs
Office of Community Oriented Policing Services
Office on Violence Against Women

DOJ Study to Determine the Extent of Overlap among its Grant Programs

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Final Report



DOJ Study to Determine the Extent of Overlap among its Grant Programs

Introduction

Results in Brief:

After examining DOJ's FY 2012 solicitations in Phase I of the Overlap study, DOJ found the degree of overlap in its grant programs to be relatively low. The study compared DOJ's FY 2012 solicitations across program offices to identify the extent of overlap in the key areas of subject matter, activity, targeted audience, and eligible recipients. Using a method that compared unique descriptors of each program office solicitation against all other program office solicitations, the study found that less than one-half percent of all comparisons had a high degree of matches in multiple key areas. Additionally, there were no solicitation comparisons that matched at a high degree of overall overlap across all four key areas, nor were there any two solicitations with identical matches across all four key areas. These results indicate that among the hundreds of grant programs DOJ administers each year, the extent of overlap is relatively low, and as duplication stems from overlap, the potential for duplication at the grant level is similarly low. To further assess the potential for duplication at the grant level, DOJ will conduct a Phase II of the study to specifically examine the extent, if any, of unnecessary duplication occurring at the grant award level.

The Department of Justice (DOJ) has three grant-making components: the Office of Justice Programs (OJP), comprised of six bureaus and program offices; the Office on Violence Against Women (OVW); and the Office of Community Oriented Policing Services (COPS Office). These agencies are responsible for awarding federal financial assistance to support law enforcement and public safety activities in state, local, and tribal jurisdictions, to assist victims of crime, to provide training and technical assistance, to conduct research, and to implement programs that improve the criminal, civil, and juvenile justice systems.

The Office of Justice Programs and its six program offices provide innovative leadership to federal, state, local, and tribal justice systems, by disseminating state-of-the-art knowledge and practices across America, and providing grants for the implementation of these crime-fighting strategies. OJP awards grants to improve the nation's capacity to prevent and control crime, improve the criminal and juvenile justice systems, increase knowledge about crime and related issues, and assist crime victims. OJP's bureaus and program offices consist of the Bureau of Justice Assistance (BJA); the Bureau of Justice Statistics (BJS); the National Institute of Justice (NIJ); the Office of Juvenile Justice and Delinquency Prevention (OJJDP); the Office for Victims of Crime (OVC); and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART Office). Additional information about the OJP program offices is provided in Appendix A.



The Office on Violence Against Women provides federal leadership in developing the nation's capacity to reduce violence against women and administer justice for and strengthen services to victims of domestic violence, dating violence, sexual assault, and stalking. OVW administers financial and technical assistance to communities around the country to facilitate the creation of programs, policies, and practices aimed at providing victims of domestic violence, sexual assault, dating violence, and stalking with the protection and services they need to pursue safe and healthy lives and enable communities to hold offenders accountable for their violence.

The Office of Community Oriented Policing Services advances the practice of community policing in the nation's state, local, territory, and tribal law enforcement agencies. The COPS Office awards grants to assist law enforcement agencies in hiring community policing officers, to acquire new technologies and equipment, to hire civilians for administrative tasks, and to promote innovative approaches to solving crime.

Collectively OJP's bureaus and program offices, OVW, and the COPS Office are referred to as *program offices*¹ in this report.

While the core missions of the program offices differ, their programs may involve similar subject matter, engage in similar strategies or activities to achieve program goals, or target the same beneficiaries. This potential overlap in grant programs is expected as public-safety grant programs are naturally linked by the nature of our justice system. For example, programs related to crime victims support different – but linked – purposes, such as providing direct assistance and counseling to victims and their families; providing law-enforcement training to better address the needs of victims; and funding research on victim issues. Understanding the extent and nature of overlap is important, as DOJ awards funding through more than 200 grant program solicitations annually, pursuant to statutory authorization, annual Congressional appropriations, or other similar mandates and all designed to align and support the Department's strategic goals. In Fiscal Year (FY) 2012, after receiving 8,357 applications, the grant-making agencies awarded 3,846 grants, representing approximately \$2.6 billion in funding. At the same time, these components conducted in-depth monitoring on more than 1,700 of the 19,477 open and active grants.

Further, with programmatic overlap stems the potential for duplication among grant awards – intended or unintended, appropriate or impermissible. Whether the duplication is appropriate or impermissible, funding agencies must employ strategies to identify areas of potential duplication and mitigate associated risks. Intended and appropriate duplication, in the form of leveraging resources, is an important DOJ strategy to encourage grantees to use resources from multiple funding agencies in a complementary manner to implement comprehensive programs and crime-fighting strategies, especially in the current fiscal climate.

¹ A glossary of terms can be found in Appendix B that defines the terms that are italicized throughout the report.



For many grantees, leveraging resources by applying for and receiving funds from multiple grant programs is the only way they can fully carry out public safety activities and victim services. An OJP senior official provided the following example of such a grantee. The Northern Virginia Gang Task Force is a highly innovative and collaborative project created with the support and direction of Congress. This task force project has been successful and sustained only because the task force has been able to leverage funding from a variety of different sources from OJP and elsewhere in the Department. For example, the task force has received funding from BJA's funding streams that support law enforcement, such as the Byrne Justice Assistance Grant programs, and has received funding for gang-prevention activities through OJJDP's anti-gang programs. Both funding streams have provided support for the administrative operations of the task force. The task force is now being sustained through a combination of funding from OJP program offices and the Department's Equitable Sharing Program. Should these funding streams not allow this type of flexibility, the task force, in its own words, would likely cease to exist, as no single funding stream within OJP has sufficient funding to meet the task force's needs in light of its expanded scope into prevention as well as enforcement operations.

The DOJ grant-making offices derive important benefits in coordinating with each other and other Federal agencies to allow for such efforts as leveraging resources across components, developing joint programs, or consolidating funding solicitations. There are many examples of existing coordination across grant programs, which span the justice system, such as victim services, juvenile justice, law enforcement, and reentry.

The purpose of this study is to examine the extent of overlap within and across OJP, OVW, and the COPS Office grant programs to better understand the areas in which the components may be awarding funds for similar purposes or targeting the same beneficiaries. Information gathered from this study will better position the Department to determine whether any particular area of existing overlap is undesirable, enhance coordination among complementary programs, and channel funds to priority funding areas. It will also enable the Department to implement approaches to mitigate the risks associated with unintended or impermissible duplication resulting from existing overlap.

Background

GAO's Report and DOJ's Response

The issue of overlap was raised by the Government Accountability Office (GAO) as part of its statutory mandate, which requires the GAO to identify and report annually to Congress on duplicative goals and activities within departments and government-wide (Public Law 111-139, Sec. 21). In addition to its government-wide review of all departments released in February 2012, the GAO carried out a review specifically of DOJ's three grant-making components to examine more closely the potential for overlap that could lead to duplication of grant funding. The results of that audit were released in July 2012. In the audit report, *Justice Grant Programs: DOJ Should Do More to Reduce the Risk of Unnecessary Duplication and Enhance Program Assessment*



(GAO-12-517), the GAO reviewed all 253 of DOJ's FY 2010 solicitations. The programs were grouped into 10 justice areas "to determine whether these solicitations were announcing grant funding available for similar purposes" (GAO Report 12-517, p.4). The GAO found that the solicitations overlapped across the 10 key justice areas. The GAO also found that DOJ was not well positioned to identify and describe areas that could potentially lead to unnecessary duplication across its grant programs because DOJ had not conducted a formal study of its grant programs to determine if, and to what extent, they overlap. The GAO recommended that DOJ conduct such a study.

DOJ responded to the GAO report acknowledging that it shared the goal of eliminating unnecessary duplication, but did not agree with the way in which the GAO made its determination about potential overlap and duplication. DOJ's comments focused on GAO's methodology, stating that the 10 key justice areas were too broad and generic to accurately detect potential overlap. Further, DOJ asserted that it was misleading to conclude that solicitations listed within the same broad categories had programs that potentially overlapped, contributing to duplicative grant awards.

Additionally, as part of the GAO review, DOJ presented various ways it works to identify and prevent unnecessary duplication and overlap. DOJ grant-making agencies often collaborate on the development and implementation of grant programs to avoid the types of potential problems presented by the GAO. There are many examples of careful coordination across programs, both formal, through memoranda of understanding (MOU), working groups, and joint solicitations, as well as informal, through inter-office discussions. Specific examples include:

- The annual Coordinated Tribal Assistance Solicitation (CTAS), first issued in FY 2010, combines DOJ tribal funding opportunities into one solicitation, providing a single point of access to DOJ funding and allowing tribes to address their needs in a more comprehensive way. DOJ's three grant-making components coordinate to develop the solicitation each year.² During the selection process, a meeting is held to discuss all award recommendations and identify applications that are potentially duplicative. Each component also shares their funding lists to not only mitigate duplication, but to ensure that programs are complementing each other.
- OJP's Bureau of Justice Assistance and the COPS Office review their respective local Justice Assistance Grant (JAG) Program awards and COPS Hiring Program awards to identify any jurisdictions that are receiving funds under both programs for salary and/or hiring to ensure that funding is not being used for duplicative costs. Under a

² Solicitations are announcements of funding opportunities. They describe in detail the program seeking applications for funding, the guidelines for submitting applications for funding, who the program will serve, who is eligible to apply, and a host of other information to help the applicant structure an application.



MOU established in December 2012, both components share draft funding plans, coordinate during solicitation development, and share award lists.

- OJP's OVC and BJA issue a joint solicitation for which law enforcement agencies and victim service providers apply separately, but are required to work together within their service area. Law enforcement agencies create human trafficking task forces under the BJA portion of the solicitation and their victim services partner apply through OVC. After the applications are peer reviewed, BJA and OVC jointly make award decisions. Additionally, in FY 2010, OJP began facilitating a human trafficking quarterly meeting with staff from all grant-making components to discuss upcoming initiatives, share ideas, and find additional ways to collaborate.
- OJP, the COPS Office, OVW, and other Federal agencies closely collaborate on the successful implementation of the Defending Childhood Initiative. This initiative harnesses resources from across the federal government to prevent children's exposure to violence, mitigate the negative impact of exposure to violence, and develop knowledge and raise awareness about this issue.
- DOJ grant-making components are actively involved in, and many cases lead, high-level interagency collaboration efforts, including the National Forum on Youth Violence Prevention, Neighborhood Revitalization Initiative, Supportive Schools Initiative, and the Interagency Reentry Council. GAO has recently cited the coordination work of the Interagency Reentry Council, led by the Department, as having prevented duplication and facilitated the sharing of promising practices³.

In addition to programmatic coordination, the Department's grant-making agencies engage in ongoing collaboration and information sharing among themselves and other Federal agencies to reduce duplication, identify cost efficiencies, and address common issues. Recent grants management-related collaboration efforts of OJP, OVW, and COPS Office include the following:

- Beginning in 2010, the Office of the Associate Attorney General established the DOJ-wide Grants Management Challenges Workgroup, comprising grants officials from the COPS Office, OJP, and OVW, to share information and develop consistent practices and procedures in a wide variety of grant-administration and management areas. Such accomplishments include establishing and implementing DOJ-wide policies and procedures for the high-risk-grantee designation program; developing and providing high-risk-grantee training to DOJ grants staff; and developing on-line financial management training for DOJ grantees and staff.

³ GAO 2013 Annual Report: Actions Needed to Reduce Fragmentation, Overlap, and Duplication and Achieve Other Financial Benefits; GAO-13-279SP; page 20



- The grant-making components have recently completed a feasibility study to improve information and data-sharing among the grant-making components. Based on study results that found potential for greater collaboration, the components are examining several recommended solutions for a shared system, platform, or system components, which will best meet requirements and budget constraints across all DOJ grant-making agencies. Using a shared platform among the grant-making agencies would allow for greater sharing of information to enhance collaboration and minimize potential unnecessary duplication at both the program and grant award levels.
- As the potential solutions for a shared system are examined, the grant-making components are developing data sharing capabilities through a common warehouse to allow all components access to each other's grant-award data using enterprise reporting and business intelligence tools. (It should be noted that OVW and OJP were already using this infrastructure.) Additionally, full access of the OJP and OVW grants management system has been provided to the COPS Office, enabling staff to directly examine OJP and OVW application and award files. These activities are expected to support the analysis of grant and applicant data to assist in identifying potential unnecessary duplication across grant programs.

DOJ Study

The goal of the study was to identify the extent to which DOJ grant programs overlap and, therefore, have the potential for unnecessary duplication when awards are made.

In further response to GAO's audit, DOJ undertook a study to examine the extent of overlap across and among its grant programs. The OJP's Office of Audit, Assessment, and Management (OAAM)⁴, selected by the Department's Office of the Associate Attorney General to facilitate the effort, convened a group of representatives across all three grant-making components to develop an approach to the study. This collaborative effort leveraged the programmatic knowledge of each component and served to inform the methodology developed for the study. The scope of the study included a review of the FY 2012 solicitations released by OJP, OVW, and the COPS Office. The goal of the study was to determine the extent to which DOJ grant programs overlap and any potential of unintended or impermissible duplication resulting from existing overlap. To accomplish this goal, the study was divided into two phases.

This report presents information and findings from Phase I of the study, which identifies the extent of overlap among DOJ programs. The objectives for this phase were to:

⁴ OAAM works to improve and enhance programmatic oversight for OJP bureaus and program offices, as well as the COPS Office and OVW with four main responsibilities: 1) ensure financial grant compliance and auditing of OJP's internal controls to prevent waste, fraud, and abuse; 2) conduct program assessments of OJP and COPS Office grant programs; 3) oversee programmatic monitoring activities of OJP and COPS Office; and 4) serve as a central source for OJP grant management policy.



- Develop a methodology that allows for comparison of DOJ grant programs based on unique descriptions of each solicitation,
- Use the results of these comparisons to identify the extent to which DOJ's grant programs overlap, and
- Design the study in a manner which would allow for the creation of a replicable process for identifying overlap in future grant programs.

Phase II was initiated immediately following the conclusion of Phase I to examine the extent, if any, of unnecessary or impermissible duplication occurring at the award and sub-award level. Phase II is expected to be completed in early 2014.

Approach

Study Design

Phase I of the DOJ-wide study utilized a working group of representatives from the three grant-making components, who possessed subject matter expertise and knowledge of each grant program, to guide the study design. The group, convening its first meeting in December 2012, began by discussing the definitions of overlap, duplication, and unnecessary/impermissible duplication, and ultimately accepted the definitions as established by GAO during its 2012 review⁵. These definitions are presented in Table 1 below. As part of the study design work, the group came to a consensus on the framework by which to identify existing overlap among and across the grant programs. It was decided that program overlap was best determined by systematically comparing the content of program funding solicitations to one another. To do this, common key elements or factors were identified to describe the substance and purpose of the solicitations—these included subject matter, activity, eligible recipients, and targeted beneficiaries. Each program office was responsible for examining its 2012 solicitations and identifying the elements that best described the content and purpose of the program funding solicitation. This information was captured in a data collection tool and then imported into a relational database used by OAAM to conduct the comparison analysis.

⁵ GAO Report DOJ Should Do More to Reduce the Risk of Unnecessary Duplication and Enhance Program Assessment; : GAO-12-517; page 4



TABLE 1

Definitions of key concepts: overlap, duplication, and unnecessary duplication

	Definition	Example
Overlap	Multiple granting agencies or grant programs have similar goals, engage in similar activities or strategies to achieve these goals, or target the same or similar beneficiaries.	Agency A provides funding to law enforcement agencies to proactively investigate human trafficking for purposes of identifying and rescuing victims. Agency B provides funding to victim service organizations to provide services to victims of sex trafficking and labor trafficking. Agency C provides funding for research and evaluation studies on trafficking in persons that can help inform criminal justice agencies addressing human trafficking in their jurisdictions.
Appropriate/ Intended Duplication	A single grantee receiving funding to support the same or similar services/activities from two or more granting agencies or grant programs, which engage in the same or similar activities. Most typically in the form of leveraged resources.	Grantee X is a state agency operating a program to address internet crimes against children. It receives grants funds from Agency A to support its state-wide task force, including training and technical assistance and also receives grant funds from Agency B to support multi-jurisdictional operations to target and identify sex offenders victimizing children. This is an example of leveraging resources, whereby Grantee X uses resources from multiple funding streams in a complementary manner to implement a comprehensive program.
Unnecessary/ Impermissible Duplication	A single grantee received an award of federal funds from more than one federal source and uses those funds for one or more identical cost item.	Grantee X receives two separate awards under Grant Program A and Grant Program B to support enforcement activities. Grantee X charges both grants for the full purchase cost of the exact same police vehicle.

Distinction between Overlap, Appropriate Duplication, and Unnecessary Duplication

The distinction between overlap and duplication is an important concept and fundamental to how the phases of the study are organized. Overlap occurs when two or more program offices announce program funding solicitations for programs with similar program goals, objectives, activities, eligible applicants, and/or beneficiaries of the program. As mentioned earlier, overlap is expected in DOJ grant programs and other agency grant programs, given the nature and linkage of the justice system. Additionally, in many instances, grant programs overlap because of the statutes that created them, Congressional appropriations that fund them, or similar mandates that are outside the control of the funding agency. It is important to recognize that overlap itself may not be problematic and, in many cases, is desirable, allowing agencies to design grant programs to be complementary or to leverage multiple funding streams to serve a single justice priority or purpose.



Overlap at the program level creates the potential for duplication at the grant-award level. Duplication may occur when a single grantee receives funds to support similar or same activities from two or more funding streams or agencies. This may be an intended outcome designed to leverage resources when no single funding stream is sufficient to fund a comprehensive program or meet the public safety needs of a jurisdiction. Another form of duplication is referred to as unnecessary or impermissible duplication, which exists when funds are awarded from two or more funding streams or agencies to a single grantee to cover the exact same cost item(s). If this occurs, it represents a misuse of funds, and if it occurs knowingly, may be considered fraud on the grantee’s part.

With information on where, and the extent to which, overlap is occurring, agencies are in a better position to minimize overlap and associated risk of duplication in areas not intended, desirable, or permissible; identify and optimize opportunities for coordination; channel resources to target particular justice areas; or, gain efficiencies through the consolidation of programs.

Source Data

Phase I of the study examined the FY 2012 solicitations from each program office to determine the extent of overlap across the grant programs. Solicitations are the vehicle used by these agencies to announce the availability of funding to the public for a grant program, provide details of the grant’s purpose, the general terms of the award, the amount available, eligibility requirements, selection criteria, and application requirements. The study included a total of 207 FY 2012 solicitations from OJP, OVW, and the COPS Office. A summary of the number of solicitations from each program office is shown in Table 2.

The working group determined that the study would focus on comparing solicitations across the eight program offices, and not within a program office. For example, a solicitation from BJA would be compared to a solicitation from the COPS Office, OVW, OJJDP, NIJ, etc., but not to other solicitations within BJA. Solicitations within the same office were not compared for two reasons: 1) solicitations within the same program office would be inherently similar because they were created under its statutory authority and developed to support the office’s overarching mission; and 2) formal coordination occurs on the development and approval of solicitations internal to each program

TABLE 2	
Number of solicitations by component and program office for FY 2012	
	Total
OJP	185
Bureau of Justice Assistance (BJA)	37*
Bureau of Justice Statistics (BJS)	30
National Institute of Justice (NIJ)	40
Office of Juvenile Justice and Delinquency Protection (OJJDP)	43
Office for Victims of Crime (OVC)	28
Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART)	7
COPS Office	3
OVW	19
TOTAL	207

*The total number of solicitations for BJA excludes 10 invitation-only solicitations



office, thus preventing unintended or unknown overlap. The study also excluded 10 FY 2012 BJA invitation-only solicitations for which only a select group of entities, who were awarded grants competitively in prior years, were invited to apply. As each of these solicitations invited applications from multiple programs, representing a broad range of subject areas and activities, detailed information describing the programs was not included, thereby limiting the use of the solicitations for study purposes. Because these programs were not included in the Phase I analysis, awards under these solicitations will be incorporated into the analysis in Phase II.

Methodology

Comparing the content of each solicitation across program offices was the most suitable approach to identify the extent of overlap.

The study focused on identifying the extent to which DOJ programs overlap among the 207 solicitations issued by DOJ in FY 2012. The working group concluded that the most effective way to identify overlap was to compare solicitations across program offices for similarities. It was decided that the *solicitation* was the most suitable document to obtain information on a grant program as it is a standardized document. Solicitations are universally used by all program offices to announce availability of competitive discretionary and formula funds, thus ensuring full coverage of those grant programs announced during the fiscal year. The standardized format ensured that a systematic review of potential areas of overlap among the hundreds of DOJ grant programs could be carried out.

In order to identify overlap in DOJ programs, a process was developed for categorizing and comparing solicitations, measuring the extent of overlap, and interpreting the results. Procedures for each of these activities formed the basis for the study's methodology, which are further described below. As the study's methodology was being designed, participants also worked to create an approach that could be replicated and operationalized as a formal business process to identify existing overlap in future years.

Process for Categorizing and Comparing Solicitations

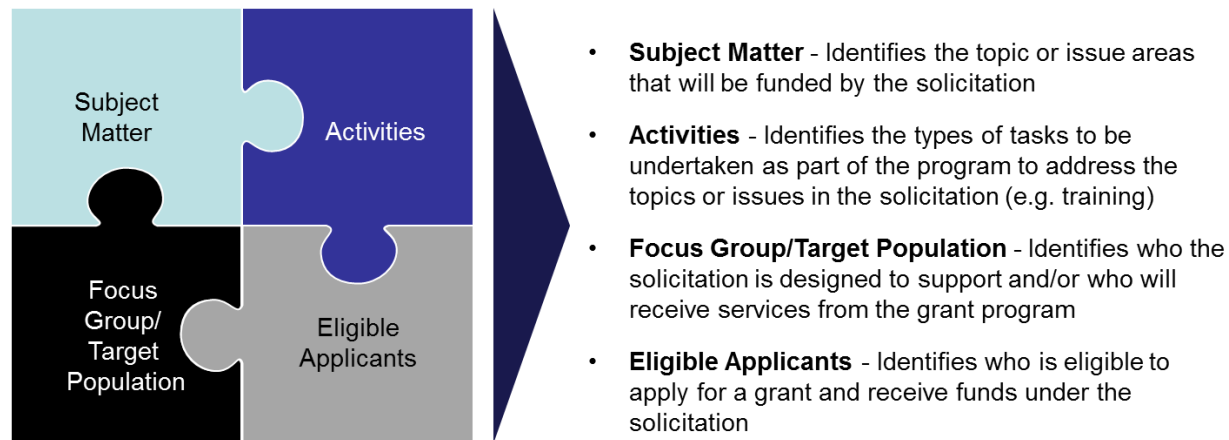
Categorization of Solicitations

To compare solicitations systematically, solicitation content had to be categorized into finite but meaningful *key elements*, *categories*, and *subcategories*. The working group members representing all program offices utilized their subject matter expertise and knowledge of grant programs to develop key elements which were identified as broad classifications critical to describing the primary content of a solicitation. Four key elements were identified and selected by the working group: 1) subject matter, 2) activities, 3) focus group/target population, and 4) eligible applicants. Figure 1 below provides further descriptions of the each key element.



FIGURE 1

Key elements of a grant solicitation established by the DOJ working group



Once the key elements were determined, the working group created categories and subcategories for each key element. Categories were established at the broadest level for each key element to guide the development of subcategories. Subcategories provided the detail further describing and refining the categories. Program office representatives were encouraged to develop a comprehensive list, to the extent possible, from their individual and collective familiarity with the FY 2012 solicitations, general program knowledge, and substantive expertise. Other principles guiding the development of a comprehensive list included ensuring 1) similarity in level of detail across categories and subcategories, 2) mutually exclusive terms within categories and subcategories to the extent possible, 3) clarity in the meaning of each item, 4) placement of categories and subcategories within each key element, and 5) a reasonable number of categories and subcategories without omitting necessary items. Table 3 presents the number of categories and subcategories created for each key element. Table 4 presents selected examples of categories and subcategories for each key element. See Appendix C for a comprehensive list of categories and subcategories for each key element used for this study.

TABLE 3

Number of key element categories and subcategories established by the working group

	Category	Subcategory
Subject Matter	12	80
Activities	6	71
Focus Group/ Target Population	9	56
Eligible Applicants	6	37



TABLE 4

Selected examples of categories and subcategories by key element

	Categories	Subcategories
Subject Matter	Corrections	<ul style="list-style-type: none"> • Reentry • Inmate Labor • Probation and Parole • Recidivism
Activities	Active TTA	<ul style="list-style-type: none"> • Peer-to-Peer Mentoring • Interactive Distance Learning • SMEs for Workshops • Professional Training
Focus Group/Target Population	Government Entities	<ul style="list-style-type: none"> • Local • State • Tribal
Eligible Applicants	Non-Government Organizations	<ul style="list-style-type: none"> • Institutions of Higher Education • Non-Profits • Faith-Based • Community Organizations

After the key elements, categories, and subcategories were established, the program office representatives in the working group categorized each solicitation by selecting all of the appropriate categories and subcategories for their office’s solicitations. The selections for all 207 solicitations were captured in a data collection tool accessible from OJP and DOJ SharePoint sites. Each solicitation entry contained identifying information, including unique ID number, Catalogue of Federal Domestic Assistance (CFDA) number, program office abbreviation, solicitation title, and selected category and subcategory classifications.⁶

Systematic Comparison of Solicitations

Once the categorization stage was complete, each solicitation was compared against all other solicitations from other program offices. For example, the data inputted for BJA solicitation #1 was compared against the data in the 170 solicitations from other program offices. Since BJA had 37 of the study’s 207 solicitations, BJA solicitation #1 would be compared to the remaining 170 solicitations from the other program offices. This comparison process would continue through BJA solicitation #37. The same comparison process was conducted with the other seven program offices. Comparing all 207 solicitations individually across all program offices resulted in 17,936 *solicitation combinations*. Each solicitation combination was compared to identify any matches among any of the key element categories and subcategories selected by the respective program offices.

⁶ The Catalog of Federal Domestic Assistance is a government-wide compendium of Federal programs, projects, services, and activities that provide assistance or benefits to the American public. It contains financial and nonfinancial assistance programs administered by departments and establishments of the Federal government.



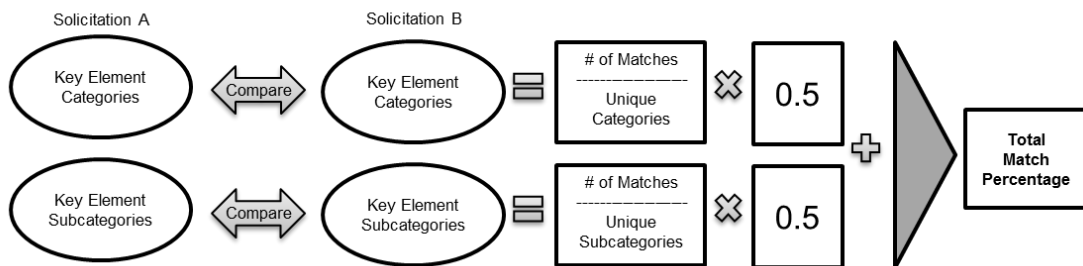
Process for Measuring the Extent of Overlap

An automated process to detect category and subcategory matches between solicitations was created to carry out the comparisons for each solicitation combination. The number of matches in each key element for each solicitation combination was calculated and converted into a percentage. To facilitate an understanding of the comparison results, *total match percentages* were generated to show the degree of potential overlap for a key element. For purposes of this study, the higher the total match percentage for a key element, the higher the degree of potential overlap. To generate the total match percentages, a formula was created that divided the number of *category matches* for the key element between the two solicitations being compared by the total number of *unique categories* to arrive at a match percentage for the category. The same operation was conducted for subcategories, which divided the number *subcategory matches* by the number of *unique subcategories* to arrive at the subcategory match percentage. Next, a total match percentage for the key element was determined by taking the average of the category and subcategory match percentage values. Total match percentages were generated for each of the four key elements for each solicitation combination. Therefore, each solicitation combination had four total match percentages – one each for subject matter, activities, focus group/target population, and eligible applicants. Figure 2 gives a visual representation of the process to generate a total match percentage for each key element.

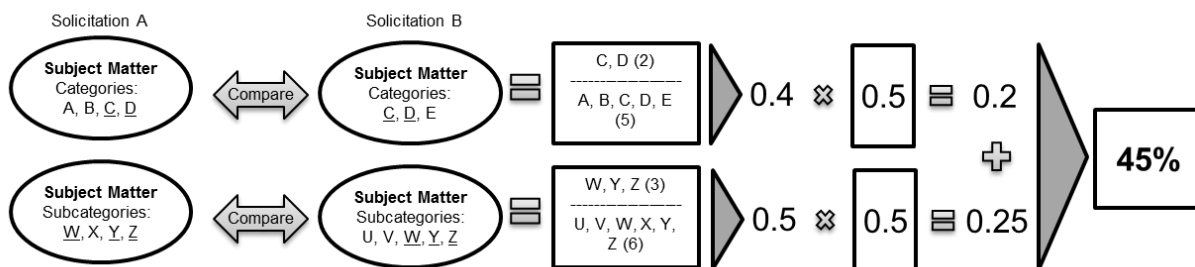
FIGURE 2

Process to generate the total match percentage for each key element

Key Element Total Match Percentage Process



Example



*Underline = Category and subcategory matches between the two solicitations



Using a case from the study, Tables 5 and 6 present the categories, subcategories, and scoring for the combination between the solicitations OJJDP FY 12 Victims of Child Abuse (VOCA) Training and Technical Assistance for Child Abuse Prosecutors and BJA FY 12 Capital Case Litigation Initiative. Table 5 shows each solicitation’s selected categories and subcategories by key element and where they matched for each key element category and subcategory. In this comparison, among the multiple categories and subcategories selected for subject matter, the two solicitations matched on “Adjudication and Courts” and “Prosecution.” The two solicitations also matched on “Active Training and Technical Assistance” and “Training” for the activities key element. For the focus group/target population key element, “Target Groups and Individuals” and “Attorneys” are the category and subcategory matches respectively. Finally, there were no category or subcategory matches found between the two solicitations for the eligible applicants key element (indicating that unnecessary duplication at the grantee-level could not exist).

TABLE 5
The selected key element categories and subcategories for two solicitations from the study and the matches between them (in the center column)

		OJJDP FY 12 VOCA Training and Technical Assistance for Child Abuse Prosecutors	Matches between the solicitations	BJA FY 12 Capital Case Litigation Initiative
Subject Matter	<i>Categories</i>	Adjudications and Courts	Adjudications and Courts	Adjudications and Courts
	<i>Subcategories</i>	Investigation and Interrogation; National Initiatives; Neglect/Abuse/Exploitation Prosecution	Prosecution	Capital Cases Defense; Prosecution
Activities	<i>Categories</i>	Active Training and Technical Assistance	Active Training and Technical Assistance	Active Training and Technical Assistance
	<i>Subcategories</i>	Professional Training; Technical Assistance; Training	Training	Training
Focus Group/ Target Population	<i>Categories</i>	Target Groups and Individuals	Target Groups and Individuals	Target Groups and Individuals
	<i>Subcategories</i>	Attorneys	Attorneys	Attorneys
Eligible Applicants	<i>Categories</i>	Non-Government Organizations	[No Matches]	Government Entities
	<i>Subcategories</i>	National Membership Organizations; Prosecutors	[No Matches]	State

Table 6 presents the key element scoring from the solicitation combination in Table 5. The subject matter key element had one match in both the category and subcategory resulting in a total match percentage of 58 percent. The activities key element also had one match in the category and subcategory; however, the total match percentage was 67 percent since there were fewer unique subcategories than there were in the subject matter key element. The total match percentage for the focus group/target population key element was 100 percent since there was one match and one unique element for both of the key element’s category and subcategory. The



final key element, eligible applicants, had total match percentage of zero because there was no category or subcategory matches between the two solicitations for this key element.

TABLE 6
Solicitation combination scoring between OJJDP FY 12 VOCA Training and Technical Assistance for Child Abuse Prosecutors and BJA FY 12 Capital Case Litigation Initiative

		Number of Matches	Number of Unique Elements	Match Percentage	Total Match Percentage
Subject Matter	<i>Categories</i>	1	1	100%	58%
	<i>Subcategories</i>	1	6	17%	
Activities	<i>Categories</i>	1	1	100%	67%
	<i>Subcategories</i>	1	3	33%	
Focus Group/Target Population	<i>Categories</i>	1	1	100%	100%
	<i>Subcategories</i>	1	1	100%	
Eligible Applicants	<i>Categories</i>	0	2	0%	0%
	<i>Subcategories</i>	0	3	0%	

Interpreting Key Element Match Percentages

The final stage of the process involves interpreting the match percentages and arriving at a determination regarding which solicitation combinations represent the greatest degree of overlap. As mentioned earlier, we expect some level of overlap among DOJ grant programs given the nature and linkage of the justice system and the design of programs to align with Department-level strategic goals or support Congressional mandates. However, it is this condition that makes it critical to go beyond identifying the existence of any overlap, to identifying and isolating exact cases of overlap where solicitations closely match on key elements. Solicitation combinations with the highest levels of overlap are those most in need of our attention. This attention may take many forms including confirming intended overlap, carrying out formal coordination to leverage funds or target a single priority area, or examining applications at pre-award to prevent unnecessary duplication.

To make determinations on which solicitation combinations may require further examination, a conservative threshold, or baseline, was developed using the key element total match percentages. The degree of overall overlap between a solicitation combination was determined by the number of key elements with a total match percentage of 50 percent or more. The study describes the degree of overlap along a continuum. At the top end of the continuum, the highest degree of overlap is defined as 100 percent of category and subcategory matches within each of the four key elements. At the opposite end, the absence of overlap is defined as zero matches within each of the four key elements. The higher the number of key elements with total match percentages of 50 percent or more, the greater the degree of overlap. For the purposes of this study, the following threshold levels were used: high, medium, and low. Table 7 provides a description for each threshold. Based on the definitions below, the solicitation combination



used as an example in Tables 5 and 6 demonstrates a high degree of overall overlap because three key elements have total match percentages of 50 percent or higher.

TABLE 7

Thresholds established to determine the degree overall overlap.

High	A solicitation combination that has a total match percentage of 50 percent or more across three or more key elements was considered the highest degree of overlap.
Medium	A solicitation combination that has a total match percentage of 50 percent or more across two or more key elements was considered a medium degree of overlap.
Low	A solicitation combination that has a total match percentage of 50 percent or more within only one key element was considered a low degree of overlap.
Limited Overlap to No Overlap	A solicitation combination that did not meet any of the above thresholds and has a total match percentage of less than 50 percent within all key elements was considered limited degree of overlap to no overlap.

Table 8 below shows examples of how the degree of overall overlap was determined by the number of key elements that had a total match percentage of 50 percent or more. The check marks in the example illustrate the key elements that had a total match percentage of 50 percent or more. The extent of overlap increases with the number of key elements that meet the 50 percent match threshold.

TABLE 8

Example of solicitation comparisons with the degree of overall overlap based on total match percentages of 50% or higher across multiple key elements

		Subject Matter	Activities	Focus Group/ Target Population	Eligible Applicants	Degree of Overall Overlap
Solicitation 1	Solicitation 2	✓	✓	✓	✓	High
Solicitation 2	Solicitation 3	✓	✓	✓		High
Solicitation 3	Solicitation 4	✓	✓			Medium
Solicitation 4	Solicitation 5	✓				Low
Solicitation 5	Solicitation 6					Limited Overlap to No Overlap

The known limitations for the study design and methodology are listed in Appendix D.

Results

Selected Subcategories

For each solicitation, the program offices selected categories and subcategories from each key element that best classified the solicitation. As shown in Table 9 below, there were 33 categories



and 244 subcategories that could be selected across the four key elements. Program offices selected an average of 11 terms from categories and 32 terms from the subcategories in classifying the 207 solicitations.

TABLE 9
Subcategory population by key element and top two solicitations with the greatest number of subcategories selected

		Subject Matter	Activities	Focus Group/ Target Population	Eligible Applicants	Totals
Category and Subcategory Population						
Total number of categories and subcategories available to be selected	<i>Categories</i>	12	6	9	6	33
	<i>Subcategories</i>	80	71	56	37	244
Average number of categories and subcategories selected	<i>Categories</i>	2	3	4	2	11
	<i>Subcategories</i>	6	12	9	5	32
Solicitations with Large Number of Categories and Subcategories						
BJA FY 12 Edward Byrne Memorial Justice Assistance Grant (JAG) Program (Local Solicitation)	<i>Categories</i>	6	12	8	2	30
	<i>Subcategories</i>	77	67	55	11	210
BJA FY 12 Edward Byrne Memorial Justice Assistance Grant (JAG) Program (State Solicitation)	<i>Categories</i>	6	12	8	1	29
	<i>Subcategories</i>	77	66	55	3	201

As shown in Table 9, there were two solicitations with more than 28 categories and 200 subcategories selected across the four key elements: BJA FY 12 Edward Byrne Memorial Justice Assistance Grant (JAG) Program Local Solicitation and BJA FY 12 Edward Byrne Memorial Justice Assistance Grant (JAG) Program State Solicitation. These two solicitations had approximately 90 percent of the categories and 84 percent of the subcategories selected because of the broad purposes supported by the JAG program, covering nine program areas. When either of these solicitations are compared to solicitations of a more narrow scope, it may cause the match percentages (which are the factors that determines the degree of overlap) to be artificially lower. The scores would be lower because, despite the number of category and subcategory matches that may exist between a JAG solicitation and another solicitation, the number of unique elements would be substantially higher, causing the match percentage to decrease. Although the overlap match percentage may be lower, there may be a greater



potential for overlap with another program simply because of the broad purpose areas for which funding can be obtained. For this reason, DOJ may need to pay closer attention to these broader programs to avoid the potential for unnecessary duplication at the award level. Given that solicitation combinations which include one of the JAG programs will have lower match percentages due to the formula used, awards under these solicitations will be incorporated into the grant-level analysis in Phase II.

Key Element Total Match Percentages

A limited few solicitation combinations were determined to be at a high degree of overall overlap, with less than 0.5% falling into the highest tier.

Using the thresholds established in Table 7, OAAM found that among the 17,936 solicitation combinations in the study, 39 solicitation combinations were determined to have a high degree of overall overlap. These solicitation combinations, representing less than 0.5 percent of all combinations, had match percentages of 50 percent or more across three key elements. The results showed that the majority of key elements that had match percentages of 50 percent or more were not significantly higher than the 50 percent threshold. A majority of these key elements had match percentages between 50 and 60 percent. Additionally, there were no solicitation combinations that matched at a high degree of overall overlap across all four key elements, nor were there any two solicitations with identical matches across all four key areas. The 39 solicitation combinations with a high degree of overall overlap included 43 individual solicitations, within which 15 solicitations appeared more than once. Among the 15 solicitations that appeared more than once, there were four solicitations that resulted in a high degree of overall overlap with other solicitations five or more times. Table 10 below shows the four solicitations that appeared five or more times.

TABLE 10

Individual solicitations appearing five or more times at the High Degree of Overall Overlap threshold

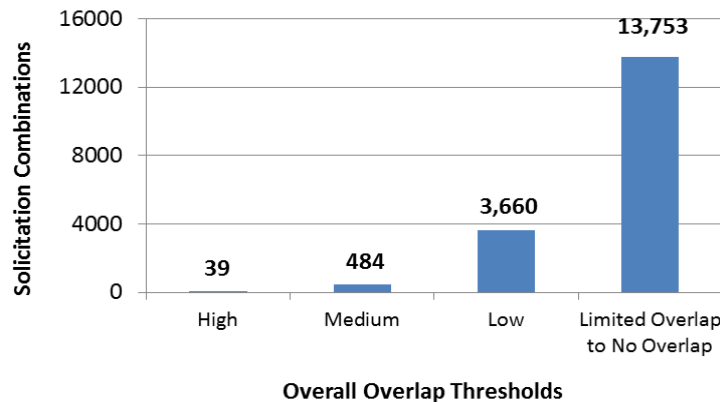
	Number of Times Appearing with a High Degree of Overall Overlap
OJJDP FY 12 Mentoring Best Practices Research	9
OJJDP FY 12 Community-Based Violence Prevention FIRE Program	6
BJS FY 12 Assessment of Administrative Data on Elder Abuse and Mistreatment	5
NIJ FY 12 Research on the Link Between Victimization and Offending	5

While a broad selection of categories and subcategories could result in these four solicitations appearing multiple times, these solicitations were more narrowly categorized with approximately 13 out of 33 categories and 35 out of 244 subcategories on average selected. In



reviewing these solicitations, it was determined that the high degree of overall overlap resulted from a limited number of categories and subcategories selected under each solicitation, with the solicitations matching because they were similarly focused. For example, the OJJDP FY 12 Mentoring Best Practices Research solicitation had a high degree of overall overlap with nine other research-focused solicitations from NIJ.

FIGURE 3
Distribution of solicitation combinations for each threshold of overall overlap



In reviewing the other thresholds of overall overlap, there were 484 solicitation combinations with match percentages of 50 percent or more across two key elements, representing 2.7 percent of all combinations, which indicated a medium degree of overall overlap. Additionally, there were 3,660 solicitation combinations with match percentages of 50 percent or more in one key element, representing 20 percent of all combinations, which indicated a low degree of overall overlap. Among all 17,936 solicitation combinations that were compared, 13,753, or 75 percent, did not meet any of the established thresholds. Figure 3 presents the distribution of the 17,936 solicitation combinations by threshold. Table 11 below provides a sample list of solicitation combinations with total match percentages of 50 percent or more across three key elements. A full list of solicitation combinations that were determined to have a high degree of overall overlap can be found in Appendix E. This list presents those categories and subcategories that matched for each combination and is comprised of solicitations from all OJP program offices, OVW, and the COPS Office. The exception to this is the SMART Office, which did not have any solicitations matching other OJP, OVW, or COPS Office solicitations at the high level. As many of these programs are funded in subsequent years, these data remain relevant and can be used to identify opportunities for enhanced coordination at the solicitation development and pre- and post-award stages of the grants cycle.



TABLE 11

A sample of solicitation combinations with total match percentages of 50% or more across three key elements

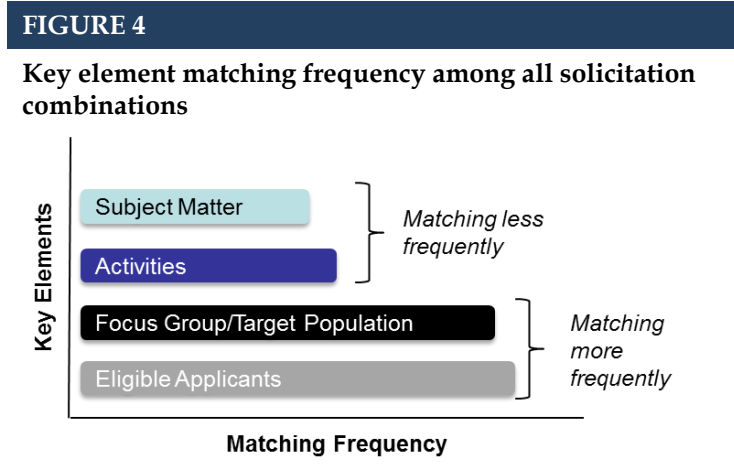
		Subject Matter	Activities	Focus Group/ Target Population	Eligible Applicants	Degree of Overall Overlap
NIJ FY 12 Research on the Link Between Victimization and Offending	OJJDP FY 12 Tribal Youth Field-Initiated Research and Evaluation Programs	57%	69%	47%	63%	High
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 CTAS Purpose Area 5: Tribal Sexual Assault Services Program	54%	50%	26%	100%	High
OJJDP FY 12 VOCA Training and Technical Assistance for Child Abuse Prosecutors	BJA FY 12 Capital Case Litigation Initiative	58%	67%	100%	0%	High
BJA and OVC FY 12 Enhanced Collaborative Model to Combat Human Trafficking	OVW FY 12 Abuse of Women Later in Life Program	24%	51%	71%	75%	High
NIJ FY 12 Evaluability Assessments of the Circles of Support and Accountability (COSA) Model	OJJDP FY 12 Mentoring Best Practices Research	24%	64%	58%	69%	High
FY 2012 COPS Hiring Program (CHP)	NIJ FY 12 Solving Cold Cases with DNA	8%	50%	50%	75%	High
BJS FY 12 Assessment of Administrative Data on Elder Abuse and Treatment	OVC FY 12 Victim Assistance and Compensation Professional Development Fellowship	50%	25%	50%	50%	High

Overall, the results indicate the extent of overlap across DOJ grant programs is low. The results, in part, will guide what is reviewed in Phase II of the study to determine if actual duplication exists.



Key Element Matching Frequency

Among the solicitation combination population, solicitations matched the least on the subject matter and activities key elements. Less frequently matching key elements would be indicative of more unique factors between solicitations. This outcome is consistent with experiences among the program office representatives involved in the study. During the study design phase, the program office representatives discussed which factors of a solicitation would most often make it



unique, and identified subject matter and activities of a solicitation as being the most distinctive factors. The study results supported the group’s assertion and found subject matter and activities matched less frequently indicating these to be the most distinguishing factors. The program office representatives also believed that a primary driver of inter-office program coordination would be solicitations covering similar subject matter and/or activities.

With the understanding that subject matter and activities are the distinguishing factors for a solicitation and factors that stimulate program office coordination, these two key elements were further analyzed to determine the extent of overlap. There were 40 solicitation combinations with total match percentages of 50 percent or more in the key elements, subject matter and activities. A full list of solicitation combinations are in Appendix F, including data on those categories and subcategories that matched for each combination. Program offices can use this information to identify those solicitation combinations which may require or benefit from enhanced coordination among offices.

In comparing these 40 solicitations combinations to the 39 solicitation combinations with a high degree of overall overlap (discussed in the previous section), there were five solicitation combinations that appeared in both groups. Table 12 shows the solicitation combinations with both a high degree of overall overlap among subject matter and activity and a high degree of overall overlap.



TABLE 12

The solicitation combinations with total match percentages of 50% or more for the key elements of subject matter and activities and a high degree of overall overlap

		Subject Matter	Activities	Degree of Overall Overlap
NIJ FY 12 Research on the Link Between Victimization and Offending	OJJDP FY 12 Tribal Youth Field-Initiated Research and Evaluation Programs	57%	69%	High
OJJDP FY 12 VOCA Training and Technical Assistance for Child Abuse Prosecutors	BJA FY 12 Capital Case Litigation Initiative	58%	67%	High
OVC FY 12 Action Partnerships for National Membership Professional Affiliation and Community Service Organizations Responding to Poly-victimization	OVW FY 12 Tribal Domestic Violence and Sexual Assault Coalitions Program & Special Tribal Sexual Assault Coalition Program	50%	67%	High
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 Sexual Assault Services Culturally Specific Grant Program	54%	50%	High
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 CTAS Purpose Area 5: Tribal Sexual Assault Services Program	54%	50%	High

Conclusion

DOJ oversees hundreds of grant programs each year and awards billions of dollars in funding. Despite the magnitude of these numbers, OAAM found that the extent, or degree, of overlap is relatively low, with less than one-half percent of all comparisons having a high degree of matches in multiple key areas. As duplication stems from overlap, these findings indicate that the potential risk of unnecessary duplication at the award level is also low. The match percentages generated for each solicitation combination, as well as the sample review of solicitations, indicate that the majority of grant programs are distinct from one another. The thresholds established in this study may serve to indicate when further examination and collaboration is warranted in subsequent analyses of future fiscal year solicitations. The study design, that is, categorizing and comparing solicitations in a systematic way, can be replicated for operational purposes in future years. Although labor intensive, it can serve to identify and isolate those solicitation combinations that may be in need of further examination or formal coordination. This study provides DOJ with greater visibility over the extent of overlap among its grant programs and, has positioned the program offices to more effectively mitigate the risk of unnecessary duplication in the future.

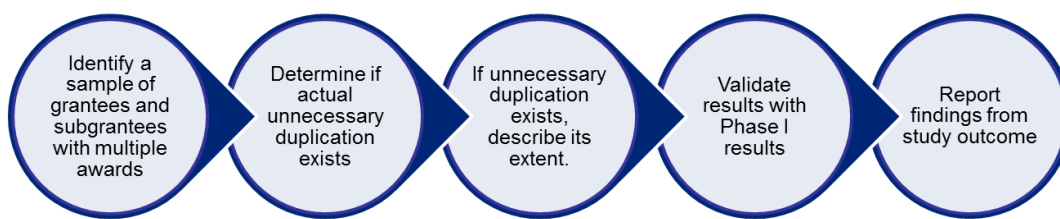


Next Steps

To further examine the potential for duplication, OAAM will undertake a second phase of this study. Phase II will seek to determine the extent, if any, of actual unnecessary or impermissible duplication occurring within DOJ grant awards, as well as sub-awards made by state agencies that administer DOJ funding. This phase will examine awards and subawards among a sample of solicitations to determine whether any single grantee received an award of federal funds from more than one federal source and applies for and uses those funds for one or more identical cost items. The scope of this phase will include all FY 2012 solicitations and a sample of grants and grantees for OJP, COPS Office, and OVW. Figure 5 below describes the process for Phase II.

FIGURE 5

High level process for Phase II of DOJ's study



The first step in Phase II is to identify grantees and subgrantees with more than one award across multiple program offices. OAAM will conduct additional analysis on FY 2012 grantees with awards made directly by DOJ, as well those with sub-awards. After a thorough review of awards, OAAM will determine if unnecessary duplication exists and, if so, which programs are more likely to lead to unnecessary duplication.

The analysis in Phase II will also be used to test the validity of the results in Phase I. OAAM will determine whether unnecessary duplication is occurring at the award level within programs where the extent of overlap fell in the medium to high range. This analysis will also allow us to refine the methods used in Phase I to identify overlap. The results of this study will help inform the development of policy and procedures across components for identifying areas with the highest degree of overlap and establishing formal coordination mechanisms for purposes of examining applications and awards with potential risk of unnecessary duplication.



Appendix A: OJP Bureaus and Program Offices

The **Bureau of Justice Assistance** (BJA) provides leadership and assistance to local criminal justice programs that improve and reinforce the nation's criminal justice system. BJA's goals are to reduce and prevent crime, violence, and drug abuse and to improve the way in which the criminal justice system functions. In order to achieve such goals, BJA programs illustrate the coordination and cooperation of local, state, and federal governments. BJA works closely with programs that bolster law enforcement operations, expand drug courts, and provide benefits to safety officers.

The **Bureau of Justice Statistics** (BJS) is the primary statistical agency of the Department of Justice. BJS collects, analyzes, publishes, and disseminates information on crime, criminal offenders, crime victims, and criminal justice operations. BJS also provides financial and technical support to state, local, and tribal governments to improve their statistical capabilities and the quality and the utility of their criminal history records. BJS provides statistical information to the President, Congress, other officials, and the public with accurate, timely, and objective data about crime and the management of criminal justice.

The **National Institute of Justice** (NIJ) focuses on research, development, and evaluation of crime control and justice issues. NIJ provides objective, independent, evidence-based knowledge and tools to meet the challenge of criminal justice, particularly at local and state levels. NIJ funds research, development, and technology assistance. NIJ also assesses programs, policies, and technologies. NIJ publicizes the research it conducts and the evaluation findings through conferences, reports, and the media.

The **Office of Juvenile Justice and Delinquency Prevention** (OJJDP) assists local community endeavors to effectively avert and react to juvenile delinquency and victimization. Through partnerships with experts from various disciplines, OJJDP aims to improve the juvenile justice system and its policies so that the public is better protected, youth and their families are better served, and hold offenders accountable. OJJDP develops, implements, and monitors programs for juveniles. The office also supports many research, program, and training initiatives; develops priorities and goals and sets policies to guide juvenile justice issues; disseminates information about juvenile justice issues; and awards funds to states to support local programming nationwide.

The **Office for Victims of Crime** (OVC) provides leadership and funding for victims of crimes. OVC distributes federal funds to victim assistance programs across the country. OVC offers training programs for professionals and their agencies that specialize in helping victims. OVC



circulates publications and hosts various programs to help develop awareness about victims' rights and services to the public.

The Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART Office) was authorized by the Adam Walsh Child Protection and Safety Act of 2006. The SMART Office is responsible for establishing and maintaining the standards of the Sex Offender Registration and Notification Act (SORNA) as defined by the Adam Walsh Act. The SMART Office also oversees grant programs regarding sex offender management and treatment as well as the implementation and ongoing activities of SORNA.



Appendix B: Glossary of Terms

The study used the following concepts and key terms in its methodology:

- **Appropriate/Intended Duplication:** A single grantee receiving funding to support the same or similar services/activities from two or more granting agencies or grant programs, which engage in the same or similar activities. See the term *Leveraging Resources* below.
- **Categories:** Broad subject areas in each key element that guided the development of subcategories of descriptive words or phrases.
- **Category Match:** A category match occurs when a category used to describe the content of one solicitation matches a category used to describe another solicitation
- **Extent of Overlap:** For purposes of the Phase I study, extent of overlap is measured by the percent of subcategory (i.e., descriptive word) matches between two solicitation combinations. The extent of overlap is higher if percent matches are high across multiple key elements. For purposes of this study, extent of overlap was defined across a continuum using the threshold of 50 percent or higher word matches across one, two, three, and four key elements.
- **Grant-Making Component:** The Office of Justice Programs (OJP), the Office on Violence Against Women (OVW), and the Office of Community Oriented Policing Services (COPS Office).
- **Key Elements:** The four broad classifications used to describe the primary content of a solicitation:
 - *Subject Matter* - Identifies the topic or issue areas that will be funded by the solicitation
 - *Activity* - Identifies the types of tasks to be undertaken as part of the program to address the topics or issues in the solicitation (e.g. training)
 - *Focus Group/Target Population* - Identifies who the solicitation is designed to support and/or who will receive services from the grant program
 - *Eligible Applicant* - Identifies who is allowed to apply for a grant under the solicitation
- **Leveraging Resources:** As an appropriate form of duplication, grantees use resources from multiple funding agencies and/or funding streams in a complementary manner to implement comprehensive programs and conduct public safety activities. This most



often occurs when a single funding stream is not sufficient to fund a program or meet the needs of a jurisdiction.

- **Program Office:** OJP's bureaus and program offices consist of the Bureau of Justice Assistance (BJA); the Bureau of Justice Statistics (BJS); the National Institute of Justice (NIJ); the Office of Juvenile Justice and Delinquency Prevention (OJJDP); the Office for Victims of Crime (OVC); and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART Office).
- **Subcategory Match:** A subcategory match occurs when a subcategory used to describe the content of one solicitation matches a subcategory used to describe another solicitation.
- **Overlap:** When multiple granting agencies or grant programs have similar goals, engage in similar activities or strategies to achieve these goals, or target the same or similar beneficiaries.
- **Total Match Percentage:** The percentage used to indicate the extent to which two solicitations matched. The higher the percentage across multiple key elements, the higher the number of category and subcategory matches between two solicitations. See Figure 3 for an example.
- **Solicitation:** The vehicle used by program offices to announce the availability of grant funding. The solicitation describes the program being funded, including critical elements such as subject matter, permissible grant activities, beneficiaries of the program services, and eligible applicants, as well as requirements for submitting applications for funding. Solicitations were the primary data source used to identify overlap in Phase I of the study.
- **Solicitation combinations:** A solicitation combination occurs when one solicitation is paired with another for purposes of comparing content.
- **Subcategories:** A list of descriptive words or phrases that further describe the characteristics of a solicitation in each of the key elements.
- **Unique categories:** The total of categories between two solicitations that match (each match counting as one), plus any categories between the two that did not match. See Figure 3 for an example.
- **Unique subcategories:** The total of subcategories between two solicitations that match (each match counting as one), plus any subcategories between the two that did not match. See Figure 3 for an example.



- **Unnecessary/Impermissible Duplication:** A single grantee received an award of federal funds from more than one federal source and uses those funds for one or more identical cost item.



Appendix C: Key Element Categories and Subcategories

Subject Matter Categories and Subcategories

Categories	Subcategories
<ul style="list-style-type: none"> • Adjudication and Courts • Capacity Building/ Multidisciplinary Team • Corrections • Crime Prevention • Crime Victimization • Evidence-Based Programs • Forensics • Information Sharing • Mental Health • Policing • Substance Abuse • Technology 	<ul style="list-style-type: none"> • Alternatives to Incarceration • Biometrics • Capital Cases • Code Violation • Enforcement and Nuisance Abatement • Communications • Community Justice • Community Policing • Community/ Neighborhood Prevention and/or Crisis Response • Conflict Resolution • Counter Terrorism • Data • Defense • Detention Facilities • DNA • Economic and Business Development • Electronic Surveillance • Electronic/Cyber Crime • Employment Initiatives • Equipment • Faith-Based Initiatives • Family Engagement • Fiscal Initiatives • Fraud and Identity Theft • Gangs • Guns/Firearms • Hate and Bias Crimes • Housing • Human Trafficking • Illegal Drugs and/or Alcohol • Indigent Defense • Information Systems • Inmate Labor • Intellectual Property • International Crime • Intimate Partner Violence • Victims and Victim Intervention • Investigation and Interrogation • Justice Systems • Medical • Medical Examiner • Mentorship • Missing Persons • National Initiatives • National Policies and Practices • Neglect/Abuse/ Exploitation • Neighborhood Restoration • Neighborhood, Place- Based, Evidence-Based, and/or Predictive Policing • Offender Management • Officer Safety and Wellness • Organizational Transformation • Organized Crime • Parole • Performance Management • Poly-victimization • Post-Conviction Actions • Prescription Drugs • Pretrial • Prisons and Jails • Privacy • Probation • Procedural Justice • Prosecution • Recidivism • Reentry • Restorative Justice • School and/or Youth Focused Policing • School Crime • School-Based/Education Initiatives • Sexual Assault • Specialty Courts • Suicide Prevention • Trauma • Treatment/Rehabilitation • Truancy Prevention • Victim Assistance • Victim Education and Academies • Victims of Mass Violence and/or Terrorism • Violent Crimes • Weapons Detection • White Collar Crime • Wrongful Conviction



Activities Categories and Subcategories

Categories	Subcategories
<ul style="list-style-type: none"> • Active Training and Technical Assistance • Demonstrations Initiatives • Evaluation and Analysis • Operational Program • Passive Training and Technical Assistance • Research and Development 	<ul style="list-style-type: none"> • Access • Application of Research and Evaluation • Capacity Building • Collaboration • Compensation • Conferences/Meetings/Events • Cost-Benefit Analysis • Create or Operate a Task Force • Criminal Justice Data Improvement • Criminal Justice Research and Support • Data and Record Management • Data Archiving • Data Collection • Data Disclosure Review • Development of Quality Subject Matter Experts • Dissemination Activities • Enhancing/Expanding • Evaluation Design and Development • Evidence-Based/Best Practices • Fellowships • Field Experiments • Forensics/DNA Evaluation • Help Desk/Call Centers • Hiring • Implement • Information Sharing • Innovate • Interactive Distance Learning • Investigation • Legal Assistance • Life Skills Training • Loan Repayment • Managing • Mapping • Medical Assistance • Monitoring • Operations • Outreach • Partnership and Collaboration • Peer Support and/or Counseling • Peer-to-Peer Mentoring • Planning and Development • Posting Static Materials • Potential Statistical Collection • Problem Solving • Procurement • Professional Training • Program Evaluation • Provision of Service • Publication and Dissemination • Recommendations • Reduction • Replication • Repositories • Resource Referral • Response to Client Specific Request • Sample Design • Saving and Investment • Scholarship Distribution • Sexual Assault Training • SMEs for Workshops • State Level Research Support • Statistical Analysis • Strategies/Plans/Tools • Supporting • Survey Design • Technical Assistance • Testing • Training • Victim/Death Notification • Website Design and Maintenance



Focus Group/Target Population Categories and Subcategories

Categories	Subcategories		
<ul style="list-style-type: none"> • Correctional Facilities • Educational Institutions • Government Entities • Law Enforcement • Legislators/Policy Makers • Non-Government Organizations • Service Providers • Target Area • Target Groups and Individuals 	<ul style="list-style-type: none"> • Academics • Alaskan Natives • Attorneys • Civil Courts • Community/Neighborhood • Criminal Courts • Criminal Justice Agencies • Drug Courts • Elderly • Faith-Based • Families • Federal • Fellows • For-Profit • General Public • Halfway Houses • Institutions of Higher Education • Institutions with Demonstrated Expertise or Experience • Jurisdictions 	<ul style="list-style-type: none"> • Juvenile Facilities • Juvenile Justice System • Juveniles in Custody • Legal Aid • Local • Membership Associations • Mental Health • Non-Profit • Parole • Parole Officers • Policy Organizations • Practitioners • Prisons and Jails • Probation • Probation Officers • Problem Solving Courts • Public Education Institutions • Reentry • Reentry Courts 	<ul style="list-style-type: none"> • Researchers • Sites • Social Worker • Specialty Courts • State • State Facilities • Statistical Analysis Centers • Task Force • Tribal • Tribal Institutions of Higher Education • Training and Technical Assistance Recipients • Users (Technology) • Victim Service Organizations • Victims • Victims Abroad • Volunteers • Vulnerable Populations • Youth

Eligible Applicants Categories and Subcategories

Categories	Subcategories		
<ul style="list-style-type: none"> • Educational Institutions • Federally Recognized Tribes • Government Entities • Non-Government Organizations • Target Area • Target Groups and Individuals 	<ul style="list-style-type: none"> • Attorneys • Certified Fiscal Agents • Community Organizations • Consortium/Task Force • Courts • Department of Corrections • Faith-Based • Federal • For-Profit • Independent Boards or Commissions • Institutions of Higher Education • Institutions with Demonstrated Expertise or Experience • Invitation-Only 	<ul style="list-style-type: none"> • Jurisdictions • K-12 Education • Law Enforcement • Local • National Entities • National Membership Organizations • Neighborhood • Non-Profit • One Eligible Applicant • Probation • Prosecutors • Public Education Institutions • Regional Entities 	<ul style="list-style-type: none"> • Regional Membership Organizations • Restricted Group • State Administering Agencies (SAA) • Sites • State • Statistical Analysis Centers • Target Groups • Target Individuals • Tribal • Tribal Institutions of Higher Education • U.S. Territories



Appendix D: Known Limitations of Study Design

The limitations of a study are those characteristics of design or methodology that impacted or influenced the application or interpretation of the results of the study. There were four primary limitations of the Phase I study design:

- 1) Development of categories and subcategories under the key elements was completed by a group of program office representatives. The thoroughness of the list of categories and subcategories in accurately representing all choices was subject to individual knowledge and interpretation of the solicitations. A different group of program office representatives may have developed fewer, more, or different subcategories.
- 2) Categorization of the solicitations was completed by a group of program office representatives. Their selections of categories and subcategories used to describe, and therefore compare solicitations, was subject to their understanding of the solicitations. Solicitations may have been categorized differently by other program office representatives.
- 3) Since the methodology employed for analyzing solicitations for the extent of overlap has not been used in any existing study, there was no baseline data with which to validate the study's results.
- 4) The key element match percentages for solicitations that are broad in nature and have many categories and subcategories selected for each key element may become artificially deflated when compared with solicitations with a more narrow scope. The number of unique elements in a solicitation combination may significantly increase, which will potentially cause the overall match percentage to decrease.



Appendix E: Key Element Total Match Percentages

Listing of solicitation combinations with total match percentages of 50 percent or more across three key elements (highlighted) as well as the matches for the key element category and subcategory selected by representatives from each program office.

		Key Element	Category Matches	Subcategory Matches	Match Percentage
NIJ FY 12 Research on the Link Between Victimization and Offending	OJJDP FY 12 Tribal Youth Field-Initiated Research and Evaluation Programs	<i>Subject Matter</i>	Substance Abuse; Mental Health; Crime Victimization; Crime Prevention	Neglect/Abuse/Exploitation; Illegal Drugs and/or Alcohol; Community/Neighborhood Prevention and/or Crisis Response	57%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Application of Research and Evaluation; Replication; Evaluation Design and Development; Dissemination Activities; Data Collection	69%
		<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Government Entities	Community/Neighborhood; Families; General Public; Jurisdictions; Mental Health; Practitioners; Researchers; State; Tribal; Policy Organizations	47%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	63%
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 CTAS Purpose Area 5: Tribal Sexual Assault Services Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault	54%
		<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Collaboration; Supporting; Enhancing/Expanding; Outreach; Hiring; Provision of Service; Professional Training; Capacity Building; Training; Resource Referral	50%
		<i>Focus Group/Target Population</i>	Target Groups and Individuals	Victims; Tribal	26%
		<i>Eligible Applicants</i>	Federally Recognized Tribes	Tribal	100%
OJJDP FY 12 VOCA Training and Technical Assistance for Child Abuse Prosecutors	BJA FY 12 Capital Case Litigation Initiative	<i>Subject Matter</i>	Adjudications and Courts	Prosecution	58%
		<i>Activities</i>	Active Training and Technical Assistance	Training	67%
		<i>Focus Group/Target Population</i>	Target Groups and Individuals	Attorneys	100%
		<i>Eligible Applicants</i>	[No Matches]	[No Matches]	0%

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		Key Element	Category Matches	Subcategory Matches	Match Percentage
BJA and OVC FY 12 Enhanced Collaborative Model to Combat Human Trafficking	OVW FY 12 Abuse of Women Later in Life Program	<i>Subject Matter</i>	Crime Victimization	Victim Assistance	24%
		<i>Activities</i>	Passive Training and Technical Assistance; Operational Program; Active Training and Technical Assistance	Outreach; Training; Partnership and Collaboration; Enhancing/Expanding; Technical Assistance; Collaboration	51%
		<i>Focus Group/Target Population</i>	Target Groups and Individuals; Service Providers; Non-Government Organizations; Law Enforcement; Government Entities	State; Local; Jurisdictions; Tribal; Victim Service Organizations; Criminal Justice Agencies; Victims; Non-Profit	71%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes	Tribal; State; Non-Profit; Local	75%
NIJ FY 12 Evaluability Assessments of the Circles of Support and Accountability (COSA) Model	OJJDP FY 12 Mentoring Best Practices Research	<i>Subject Matter</i>	Evidence-Based Programs; Crime Prevention	Mentorship	24%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Application of Research and Evaluation; Publication and Dissemination; Evidence-Based/Best Practices; Evaluation Design and Development; Dissemination Activities	64%
		<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Policy Organizations; Community/Neighborhood; General Public; Institutions of Higher Education; Jurisdictions; Academics; Mental Health; Practitioners; Public Education Institutions; Researchers; Sites; State; Local	58%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	69%
NIJ FY 12 Evaluability Assessments of the Circles of Support and Accountability (COSA) Model	OJJDP FY 12 Community-Based Violence Prevention FIRE Program	<i>Subject Matter</i>	Evidence-Based Programs; Crime Prevention	Violent Crimes; Data; Community/Neighborhood Prevention and/or Crisis Response	29%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Replication; Data Collection	61%
		<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities; Educational Institutions	Community/Neighborhood; General Public; Jurisdictions; Local; Practitioners; Researchers; State; Policy Organizations	57%

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		Key Element	Category Matches	Subcategory Matches	Match Percentage
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	63%
NIJ FY 12 Research on the Link Between Victimization and Offending	OJJDP FY 12 Community-Based Violence Prevention FIRE Program	<i>Subject Matter</i>	Crime Prevention	Violent Crimes; Data; Community/Neighborhood Prevention and/or Crisis Response	25%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evaluation Design and Development; Data Collection; Replication	62%
		<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities; Educational Institutions	Community/Neighborhood; General Public; Families; Jurisdictions; Local; Practitioners; Researchers; State; Tribal; Policy Organizations	64%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	State; Local; Tribal; Institutions of Higher Education; For-Profit; Non-Profit	59%
NIJ FY 12 Post Conviction DNA Testing Assistance Program	BJA FY 12 Harold Rogers Prescription Drug Monitoring Program	<i>Subject Matter</i>	[No Matches]	[No Matches]	0%
		<i>Activities</i>	Operational Program	Capacity Building; Publication and Dissemination; Strategies/Plans/Tools	57%
		<i>Focus Group/Target Population</i>	Government Entities	State	75%
		<i>Eligible Applicants</i>	Government Entities	State	75%
NIJ FY 12 Research on the Link Between Victimization and Offending	OJJDP FY 12 Mentoring Best Practices Research	<i>Subject Matter</i>	Crime Prevention	Family Engagement	15%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Publication and Dissemination; Application of Research and Evaluation; Evaluation Design and Development; Dissemination Activities	65%
		<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Community/Neighborhood; Families; General Public; Institutions of Higher Education; Jurisdictions; Local; Mental Health; Academics; Practitioners; Public Education Institutions; Researchers; Social Worker; State; Tribal; Policy Organizations	63%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	63%
BJS FY 12 National	NIJ FY 12 Solving	<i>Subject Matter</i>	Technology	Justice Systems	9%

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		Key Element	Category Matches	Subcategory Matches	Match Percentage
Criminal History Improvement Program	Cold Cases with DNA	<i>Activities</i>	Operational Program	Repositories; Testing; Criminal Justice Data Improvement; Capacity Building	58%
		<i>Focus Group/Target Population</i>	Law Enforcement; Government Entities	Tribal; State; Local; Criminal Justice Agencies	58%
		<i>Eligible Applicants</i>	Government Entities; Federally Recognized Tribes	U.S. Territories; Tribal; State	80%
NIJ FY 12 Evaluation of the Implementation of the Sex Offender Treatment Intervention and Progress Scale (SOTIPS)	OJJDP FY 12 Mentoring Best Practices Research	<i>Subject Matter</i>	Evidence-Based Programs; Crime Prevention	[No Matches]	20%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Dissemination Activities; Enhancing/Expanding; Evaluation Design and Development; Evidence-Based/Best Practices; Application of Research and Evaluation; Publication and Dissemination; Program Evaluation	68%
		<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Community/Neighborhood; General Public; Institutions of Higher Education; Jurisdictions; Local; Mental Health; Academics; Practitioners; Public Education Institutions; Researchers; Sites; State; Tribal; Policy Organizations	52%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	65%
		<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%
OVC FY 12 Action Partnerships for National Membership Professional Affiliation and Community Service Organizations Responding to Polyvictimization	OVW FY 12 Tribal Domestic Violence and Sexual Assault Coalitions Program & Special Tribal Sexual Assault Coalition Program	<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Training; Professional Training; Capacity Building; Publication and Dissemination; Dissemination Activities; Collaboration; Partnership and Collaboration	67%
		<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations	Practitioners; Social Worker; Victim Service Organizations; Victims; Non-Profit	30%
		<i>Eligible Applicants</i>	Non-Government Organizations	Non-Profit	57%
		<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%
NIJ FY 12 Violent Victimization Among Racial and	OVC FY 12 Identifying Culturally	<i>Activities</i>	Passive Training and Technical Assistance; Evaluation and Analysis	Evidence-Based/Best Practices; Recommendations	38%

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Ethnic Minorities	Responsive Victim-Centered Restorative Justice Strategies	<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Practitioners; Youth; Tribal; Institutions with Demonstrated Expertise or Experience; Institutions of Higher Education; Victim Service Organizations; Victims; Community/Neighborhood; Vulnerable Populations; Policy Organizations	53%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; Non-Profit; National Entities; Institutions with Demonstrated Expertise or Experience; Institutions of Higher Education	60%
		<i>Subject Matter</i>	Substance Abuse; Crime Prevention	Illegal Drugs and/or Alcohol	26%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evaluation Design and Development; Replication	59%
NIJ FY 12 Research on the Link Between Victimization and Offending	OJJDP FY 12 EUDL Field-Initiated Research and Evaluation Program	<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities	General Public; Community/Neighborhood; Local; Practitioners; Public Education Institutions; Researchers; State; Tribal; Policy Organizations	54%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	State; Local; Tribal; Institutions of Higher Education; For-Profit; Tribal Institutions of Higher Education; Non-Profit	62%
		<i>Subject Matter</i>	Evidence-Based Programs	Truancy Prevention	22%
NIJ FY 12 Evaluation of the Office of Juvenile Justice and Delinquency Prevention FY 2010 Second Chance Act Juvenile Offender Reentry Demonstration Projects	OJJDP FY 12 Mentoring Best Practices Research	<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Publication and Dissemination; Application of Research and Evaluation; Evaluation Design and Development; Enhancing/Expanding; Dissemination Activities; Evidence-Based/Best Practices	54%
		<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Families; General Public; Institutions of Higher Education; Juvenile Justice System; Academics; Policy Organizations; Practitioners; Researchers; Sites; State; Tribal; Local	56%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	67%
		<i>Subject Matter</i>	Evidence-Based Programs; Crime Prevention	[No Matches]	17%
NIJ FY 12 Evaluability Assessments of the Circles of Support and Accountability (COSA) Model	OJJDP FY 12 EUDL Field-Initiated Research and Evaluation Program	<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Replication; Partnership and Collaboration	62%



		Key Element	Category Matches	Subcategory Matches	Match Percentage
NIJ FY 12 Research on Policing	OJJDP FY 12 Mentoring Best Practices Research	<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities	Community/Neighborhood; General Public; Local; Practitioners; Public Education Institutions; Researchers; State; Policy Organizations	51%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	67%
		<i>Subject Matter</i>	Crime Prevention	[No Matches]	17%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Publication and Dissemination; Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Dissemination Activities	65%
NIJ FY 12 Testing Geospatial Police Strategies and Exploring their Relationship to Criminological Theories	OJJDP FY 12 Community-Based Violence Prevention FIRE Program	<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Policy Organizations; Practitioners; Academics; Public Education Institutions; Jurisdictions; Researchers; Institutions of Higher Education; General Public; State; Tribal; Local	51%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Non-Profit; State; Tribal; Tribal Institutions of Higher Education; Institutions of Higher Education; For-Profit; Local	62%
		<i>Subject Matter</i>	Crime Prevention	Data	20%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Data Collection	60%
NIJ FY 12 Evaluation of the Office for Victims of Crime Wraparound Victim Legal Assistance Network	OJJDP FY 12 Tribal Youth Field-Initiated Research and Evaluation Programs	<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities; Educational Institutions	Policy Organizations; Community/Neighborhood; General Public; Local; Practitioners; Researchers; State; Tribal; Jurisdictions	59%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Non-Profit; State; Institutions of Higher Education; For-Profit; Tribal; Local	55%
		<i>Subject Matter</i>	Evidence-Based Programs; Crime Victimization	[No Matches]	20%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Application of Research and Evaluation; Evaluation Design and Development; Dissemination Activities; Data Collection; Evidence-Based/Best Practices	52%

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		Key Element	Category Matches	Subcategory Matches	Match Percentage
Demonstration Project		<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Government Entities	Policy Organizations; Practitioners; Researchers; Sites; General Public; Tribal	54%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	67%
NIJ FY 12 Evaluation of the Implementation of the Sex Offender Treatment Intervention and Progress Scale (SOTIPS)	OJJDP FY 12 Community-Based Violence Prevention FIRE Program	<i>Subject Matter</i>	Evidence-Based Programs; Crime Prevention	Violent Crimes	22%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Data Collection	60%
		<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities; Educational Institutions	Community/Neighborhood; General Public; Tribal; Practitioners; Local; State; Policy Organizations; Researchers; Jurisdictions	52%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	60%
		<i>Subject Matter</i>	Crime Prevention	[No Matches]	13%
NIJ FY 12 Testing Geospatial Police Strategies and Exploring their Relationship to Criminological Theories	OJJDP FY 12 Mentoring Best Practices Research	<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Publication and Dissemination; Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Dissemination Activities	65%
		<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Practitioners; Policy Organizations; Public Education Institutions; Researchers; Academics; Jurisdictions; Sites; Institutions of Higher Education; General Public; State; Tribal; Community/Neighborhood; Local	57%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	State; Local; Tribal; Institutions of Higher Education; For-Profit; Tribal Institutions of Higher Education; Non-Profit	58%
		<i>Subject Matter</i>	[No Matches]	[No Matches]	0%
OVC FY 12 VOCA Victim	BJA FY 12 John R. Justice	<i>Activities</i>	Operational Program	Compensation	75%

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		Key Element	Category Matches	Subcategory Matches	Match Percentage
Compensation Formula		<i>Focus Group/Target Population</i>	Target Groups and Individuals	[No Matches]	50%
		<i>Eligible Applicants</i>	Government Entities	State Administering Agencies (SAA)	67%
		<i>Subject Matter</i>	Evidence-Based Programs	[No Matches]	17%
NIJ FY 12 Evaluation of the Office for Victims of Crime Wraparound Victim Legal Assistance Network Demonstration Project	OJJDP FY 12 Mentoring Best Practices Research	<i>Activities</i>	Research and Development; Evaluation and Analysis	Publication and Dissemination; Program Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Enhancing/Expanding; Dissemination Activities; Application of Research and Evaluation	57%
		<i>Focus Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Government Entities	Policy Organizations; Practitioners; Researchers; Sites; Institutions of Higher Education; General Public; Tribal; Local	50%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	67%
		<i>Subject Matter</i>	Crime Prevention	[No Matches]	13%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Data Collection; Replication	63%
NIJ FY 12 Research on Policing	OJJDP FY 12 Community-Based Violence Prevention FIRE Program	<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities; Educational Institutions	General Public; Local; Policy Organizations; Practitioners; Researchers; State; Tribal; Jurisdictions	56%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Non-Profit; State; Tribal; Institutions of Higher Education; For-Profit; Local	58%
		<i>Subject Matter</i>	Crime Prevention	Family Engagement	12%
NIJ FY 12 Research on Domestic Radicalization	OJJDP FY 12 Mentoring Best Practices Research	<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Publication and Dissemination; Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Enhancing/Expanding; Dissemination Activities	66%

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OVC FY 12 2013 NCVROW CAP (Continuation)	OVW FY 12 Sexual Assault Services Culturally Specific Grant Program	<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Community/Neighborhood; General Public; Institutions of Higher Education; Juvenile Justice System; Local; Academics; Policy Organizations; Practitioners; Public Education Institutions; Researchers; Sites; State; Tribal; Mental Health	50%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Local; State; Institutions of Higher Education; Tribal; Tribal Institutions of Higher Education; Non-Profit	58%
		<i>Subject Matter</i>	Crime Victimization	Sexual Assault	53%
		<i>Activities</i>	Active Training and Technical Assistance	Outreach; Collaboration	22%
		<i>Focus Group/Target Population</i>	Target Groups and Individuals; Service Providers; Non-Government Organizations	Victim Service Organizations; Community/Neighborhood	50%
		<i>Eligible Applicants</i>	Target Groups and Individuals; Non- Government Organizations	Non-Profit	60%
		<i>Subject Matter</i>	[No Matches]	[No Matches]	0%
NIJ FY 12 Social Science Research on Indigent Defense	OJJDP FY 12 Mentoring Best Practices Research	<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Dissemination Activities; Evidence-Based/Best Practices; Publication and Dissemination; Evaluation Design and Development	65%
		<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Jurisdictions; Community/Neighborhood; Tribal; General Public; Local; State; Juvenile Justice System; Academics; Sites; Researchers; Policy Organizations; Institutions of Higher Education	57%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	For-Profit; Institutions of Higher Education; Non-Profit; State; Tribal; Tribal Institutions of Higher Education; Local	62%
		<i>Subject Matter</i>	Policing	[No Matches]	8%
FY 2012 COPS Hiring Program (CHP)	NIJ FY 12 Solving Cold Cases with DNA	<i>Activities</i>	Operational Program	[No Matches]	50%
		<i>Focus Group/Target Population</i>	Law Enforcement; Government Entities	Tribal; State; Local	50%
		<i>Eligible Applicants</i>	Government Entities; Federally Recognized Tribes	U.S. Territories; Tribal; State; Local; Law Enforcement	75%
BJA and OVC FY 12	OVW FY 12 Grants	<i>Subject Matter</i>	[No Matches]	Victim Assistance	5%

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Enhanced Collaborative Model to Combat Human Trafficking	to Encourage Arrest Policies and Enforcement of Protection Orders Program	<i>Activities</i>	Operational Program; Evaluation and Analysis; Active Training and Technical Assistance	Data Collection; Create or Operate a Task Force; Collaboration; Enhancing/Expanding; Capacity Building; Legal Assistance; Training; Outreach; Partnership and Collaboration; Technical Assistance; Investigation	57%
		<i>Focus Group/Target Population</i>	Target Groups and Individuals; Service Providers; Non-Government Organizations; Law Enforcement; Government Entities	Vulnerable Populations; State; Local; Jurisdictions; Faith-Based; Tribal; Victim Service Organizations; Victims; Non-Profit	54%
		<i>Eligible Applicants</i>	Government Entities; Federally Recognized Tribes	Tribal; State; Local; Law Enforcement	67%
NIJ FY 12 Research on the Impact of Technology on Policing Strategies in the 21st Century	OJJDP FY 12 Community-Based Violence Prevention FIRE Program	<i>Subject Matter</i>	Crime Prevention	[No Matches]	10%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development; Data Collection; Replication	63%
		<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities; Educational Institutions	General Public; Jurisdictions; Practitioners; Researchers; Tribal; Local	52%
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	State; Local; Tribal; Institutions of Higher Education; For-Profit; Non-Profit	58%
		<i>Subject Matter</i>	Crime Victimization	Neglect/Abuse/Exploitation	57%
BJS FY 12 Assessment of Administrative Data on Elder Abuse and Mistreatment	OVC FY 12 Victim Assistance Fellowship Program	<i>Activities</i>	[No Matches]	[No Matches]	0%
		<i>Focus Group/Target Population</i>	Target Groups and Individuals	[No Matches]	50%
		<i>Eligible Applicants</i>	Target Groups and Individuals	Invitation-Only	75%
NIJ FY 12 Testing Geospatial Police Strategies and Exploring their Relationship to Criminological Theories	OJJDP FY 12 EUDL Field-Initiated Research and Evaluation Program	<i>Subject Matter</i>	Crime Prevention	[No Matches]	10%
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Application of Research and Evaluation; Evidence-Based/Best Practices; Evaluation Design and Development	57%
		<i>Focus Group/Target Population</i>	Non-Government Organizations; Legislators/Policy Makers; Law Enforcement; Government Entities	Community/Neighborhood; General Public; Policy Organizations; Practitioners; Public Education Institutions; Researchers; State; Tribal; Local	54%

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		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	Non-Profit; State; Institutions of Higher Education; For-Profit; Tribal; Tribal Institutions of Higher Education; Local	58%	
BJS FY 12 Assessment of Administrative Data on Elder Abuse and Mistreatment	OVC FY 12 Victim Assistance and Compensation Professional Development Fellowship Program (Continuation)	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	
		<i>Activities</i>	Evaluation and Analysis	[No Matches]	25%	
		<i>Focus</i>				
		<i>Group/Target Population</i>	Target Groups and Individuals	[No Matches]	50%	
		<i>Eligible Applicants</i>	Target Groups and Individuals	[No Matches]	50%	
		<i>Subject Matter</i>	[No Matches]	[No Matches]	0%	
NIJ FY 12 Paul Coverdell Forensic Science Improvement Grants Program	OVW FY 12 Sexual Assault Services Formula Grant Program	<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Training; Capacity Building	57%	
		<i>Focus</i>				
		<i>Group/Target Population</i>	Government Entities	[No Matches]	50%	
		<i>Eligible Applicants</i>	Government Entities	State Administering Agencies (SAA)	67%	
NIJ FY 12 Research on the Link Between Victimization and Offending	OJJDP FY 12 National Intertribal Youth Summit	<i>Subject Matter</i>	Substance Abuse; Mental Health; Crime Victimization; Crime Prevention	Trauma; Illegal Drugs and/or Alcohol; Family Engagement	51%	
		<i>Activities</i>	[No Matches]	Recommendations; Strategies/Plans/Tools	4%	
		<i>Focus</i>				
		<i>Group/Target Population</i>	Service Providers; Non-Government Organizations; Legislators/Policy Makers; Government Entities; Educational Institutions	Families; Community/Neighborhood; Policy Organizations; Youth; Practitioners; Public Education Institutions; Tribal; Mental Health	51%	
		<i>Eligible Applicants</i>	Non-Government Organizations; Government Entities; Federally Recognized Tribes; Educational Institutions	U.S. Territories; Tribal Institutions of Higher Education; Tribal; State; Non-Profit; Local; Institutions of Higher Education; For-Profit	67%	
BJS FY 12 Assessment of Administrative Data on Elder Abuse and Mistreatment	OVC FY 12 American Indian and Alaska Native SANE-SART Training and Technical Assistance (Continuation)	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	
		<i>Activities</i>	[No Matches]	[No Matches]	0%	
		<i>Focus</i>				
		<i>Group/Target Population</i>	Target Groups and Individuals	[No Matches]	50%	
		<i>Eligible Applicants</i>	Target Groups and Individuals	Invitation-Only	67%	
BJS FY 12	OVC FY 12 Victims	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	

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		Key Element	Category Matches	Subcategory Matches	Match Percentage
Assessment of Administrative Data on Elder Abuse and Mistreatment	of Human Trafficking Fellowship Program	<i>Activities</i>	Evaluation and Analysis	Statistical Analysis	12%
		<i>Focus</i>			
		<i>Group/Target Population</i>	Target Groups and Individuals	[No Matches]	50%
		<i>Eligible Applicants</i>	Target Groups and Individuals	[No Matches]	50%
BJS FY 12 Assessment of Administrative Data on Elder Abuse and Mistreatment	OVC FY 12 Services for American Victims of Domestic Violence Abroad (Continuation)	<i>Subject Matter</i>	Crime Victimization	Intimate Partner Violence Victims and Victim Intervention	60%
		<i>Activities</i>	[No Matches]	[No Matches]	0%
		<i>Focus</i>			
		<i>Group/Target Population</i>	Target Groups and Individuals	[No Matches]	50%
		<i>Eligible Applicants</i>	Target Groups and Individuals	[No Matches]	50%
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 Sexual Assault Services Culturally Specific Grant Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault	54%
		<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Collaboration; Supporting; Enhancing/Expanding; Outreach; Hiring; Provision of Service; Professional Training; Capacity Building; Training; Resource Referral	50%
		<i>Focus</i>			
		<i>Group/Target Population</i>	Target Groups and Individuals; Service Providers; Non-Government Organizations	Victim Service Organizations	54%
		<i>Eligible Applicants</i>	[No Matches]	[No Matches]	0%



Appendix F: Total Match Percentages for Subject Matter and Activities Key Elements

Listing of solicitation combinations with total match percentages of 50 percent or more for subject matter and activities key elements, the matches for the category and subcategory items selected by representatives from each program office, and the degree of overall overlap.

		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
NIJ FY 12 Research on the Link Between Victimization and Offending	OJJDP FY 12 Tribal Youth Field-Initiated Research and Evaluation Programs	<i>Subject Matter</i>	Substance Abuse; Mental Health; Crime Victimization; Crime Prevention	Neglect/ Abuse/Exploitation; Illegal Drugs and/or Alcohol; Community/Neighborhood Prevention and/or Crisis Response	57%	High
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Program Evaluation; Application of Research and Evaluation; Replication; Evaluation Design and Development; Dissemination Activities; Data Collection	69%	
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 CTAS Purpose Area 5: Tribal Sexual Assault Services Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault	54%	High
		<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Collaboration; Supporting; Enhancing/Expanding; Outreach; Hiring; Provision of Service; Professional Training; Capacity Building; Training; Resource Referral	50%	
OJJDP FY 12 VOCA Training and Technical Assistance for Child Abuse Prosecutors	BJA FY 12 Capital Case Litigation Initiative	<i>Subject Matter</i>	Adjudications and Courts	Prosecution	58%	High
		<i>Activities</i>	Active Training and Technical Assistance	Training	67%	
OVC FY 12 Action Partnerships for	OVW FY 12 Tribal Domestic Violence	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	High

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		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
National Membership Professional Affiliation and Community Service Organizations Responding to Polyvictimization	and Sexual Assault Coalitions Program & Special Tribal Sexual Assault Coalition Program	<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Training; Professional Training; Capacity Building; Publication and Dissemination; Dissemination Activities; Collaboration; Partnership and Collaboration	67%	
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 Sexual Assault Services Culturally Specific Grant Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault	54%	High
		<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Collaboration; Supporting; Enhancing/Expanding; Outreach; Hiring; Provision of Service; Professional Training; Capacity Building; Training; Resource Referral	50%	
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 Abuse of Women Later in Life Program	<i>Subject Matter</i>	Crime Victimization	Victim Assistance; Sexual Assault; Neglect/ Abuse/Exploitation; Intimate Partner Violence Victims and Victim Intervention	63%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Operational Program; Active Training and Technical Assistance	Professional Training; Outreach; Training; Partnership and Collaboration; Enhancing/Expanding; Technical Assistance; Conferences/Meetings/Events; Collaboration; Implement	67%	
OVC FY 12 Action Partnerships for National Membership Professional Affiliation and Community Service Organizations Responding to Polyvictimization	OVW FY 2012 Comprehensive TA Provider Application Kit for Supplemental Awards	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Training; Professional Training; Partnership and Collaboration; Interactive Distance Learning; Dissemination Activities; Capacity Building	71%	

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		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
OVC FY 12 Action Partnerships for National Membership Professional Affiliation and Community Service Organizations Responding to Polyvictimization	OVW FY 12 Technical Assistance Program	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Training; Professional Training; Partnership and Collaboration; Interactive Distance Learning; Dissemination Activities; Collaboration; Capacity Building	73%	
OVC FY 12 2013 NCVRW CAP (Continuation)	OVW FY 12 Tribal Domestic Violence and Sexual Assault Coalitions Program & Special Tribal Sexual Assault Coalition Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault; Intimate Partner Violence Victims and Victim Intervention	57%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Publication and Dissemination; Outreach; Dissemination Activities; Technical Assistance; Conferences/Meetings/Events; Collaboration; Planning and Development	67%	
OVC FY 12 2013 NCVRW CAP (Continuation)	OVW FY 2012 Comprehensive TA Provider Application Kit for Supplemental Awards	<i>Subject Matter</i>	Crime Victimization	Intimate Partner Violence Victims and Victim Intervention; Sexual Assault; Victim Assistance; Violent Crimes	61%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Technical Assistance; Dissemination Activities; Conferences/Meetings/Events	59%	
OVC FY 12 2013 NCVRW CAP (Continuation)	OVW FY 12 Technical Assistance Program	<i>Subject Matter</i>	Crime Victimization	Intimate Partner Violence Victims and Victim Intervention; Sexual Assault; Victim Assistance; Violent Crimes	61%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Technical Assistance; Dissemination Activities; Conferences/Meetings/Events; Collaboration	61%	
BJS FY 12 Criminal Victimization of Persons with Disabilities Residing in Group Quarters	NIJ FY 12 Longitudinal Data on Teen Dating Violence: Postdoctoral Fellowship	<i>Subject Matter</i>	Crime Victimization	Data	67%	Medium
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Statistical Analysis; Data Collection; Criminal Justice Research and Support	60%	

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		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
OVC FY 12 National Field-Generated Training, Technical Assistance, and Demonstration Noncompetitive Continuation Projects	OVW FY 2012 Comprehensive TA Provider Application Kit for Supplemental Awards	<i>Subject Matter</i>	Crime Victimization	Sexual Assault; Trauma; Victim Assistance; Violent Crimes; Neglect/Abuse/Exploitation	64%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Professional Training; Training; Capacity Building; Interactive Distance Learning; Enhancing/Expanding; Conferences/Meetings/Events; Technical Assistance; Partnership and Collaboration	56%	
OVC FY 12 National Field-Generated Training, Technical Assistance, and Demonstration Noncompetitive Continuation Projects	OVW FY 12 Tribal Domestic Violence and Sexual Assault Coalitions Program & Special Tribal Sexual Assault Coalition Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault	53%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Collaboration; Technical Assistance; Conferences/Meetings/Events; Outreach; Provision of Service; Partnership and Collaboration; Capacity Building; Recommendations; Training; Professional Training; Enhancing/Expanding	57%	
OVC FY 12 National Field-Generated Training, Technical Assistance, and Demonstration Noncompetitive Continuation Projects	OVW FY 12 Technical Assistance Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault; Trauma; Victim Assistance; Violent Crimes; Neglect/Abuse/Exploitation	64%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Professional Training; Training; Capacity Building; Interactive Distance Learning; Enhancing/Expanding; Technical Assistance; Conferences/Meetings/Events; Collaboration; Partnership and Collaboration	57%	
OJJDP FY 12 Child Abuse Training for Judicial and Court Personnel	OVW FY 12 Legal Assistance to Victims Grant Program	<i>Subject Matter</i>	Crime Victimization; Adjudications and Courts	[No Matches]	50%	Medium
		<i>Activities</i>	Active Training and Technical Assistance	Training; Technical Assistance; Professional Training; Partnership and Collaboration; Legal Assistance; Information Sharing; Evidence-Based/Best Practices; Collaboration	54%	
OVC FY 12 National Field-Generated	OVW FY 12 Abuse of Women Later in Life	<i>Subject Matter</i>	Crime Victimization	Sexual Assault; Victim Assistance; Neglect/Abuse/Exploitation	59%	Medium

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		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
Training, Technical Assistance, and Demonstration Noncompetitive Continuation Projects	Program	<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Professional Training; Collaboration; Conferences/Meetings/Events; Enhancing/Expanding; Partnership and Collaboration; Training; Technical Assistance; Outreach	50%	
BJS FY 12 CHRIS Project Software Enhancement and Maintenance	U.S. Department of Justice Body Armor Challenge: How Long Does Body Armor Really Last?	<i>Subject Matter</i>	Technology	[No Matches]	50%	Medium
		<i>Activities</i>	Research and Development; Evaluation and Analysis	[No Matches]	50%	
OJJDP FY 12 Membership Support Services for Nonprofit Missing Children's Organizations	OVW FY 12 Sexual Assault Services Culturally Specific Grant Program	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	Medium
		<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Outreach	53%	
OVC FY 12 Victim Assistance Professional Development Fellowship Program - Financial Fraud and Abuse Fellowship	OVW FY 2012 Comprehensive TA Provider Application Kit for Supplemental Awards	<i>Subject Matter</i>	Crime Victimization	Victim Assistance	54%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Professional Training; Training; Capacity Building; Information Sharing; Dissemination Activities; Technical Assistance; Conferences/Meetings/Events; Interactive Distance Learning	74%	
OVC FY 12 American Indian and Alaska Native SANE-SART Training and Technical Assistance (Continuation)	OVW FY 12 Abuse of Women Later in Life Program	<i>Subject Matter</i>	Crime Victimization	Victim Assistance; Sexual Assault	64%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Training; Technical Assistance; Sexual Assault Training; Professional Training; Partnership and Collaboration; Enhancing/Expanding; Collaboration	52%	
OVC FY 12 CTAS Purpose Area 8:	OVW FY 12 Tribal Domestic Violence	<i>Subject Matter</i>	Crime Victimization	Sexual Assault; Intimate Partner Violence Victims and Victim Intervention	58%	Medium

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		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
Comprehensive Tribal Victim Assistance Program	and Sexual Assault Coalitions Program & Special Tribal Sexual Assault Coalition Program	Activities	Passive Training and Technical Assistance; Active Training and Technical Assistance	Capacity Building; Professional Training; Provision of Service; Publication and Dissemination; Training; Outreach; Partnership and Collaboration; Enhancing/Expanding; Dissemination Activities; Planning and Development; Conferences/Meetings/Events; Technical Assistance; Collaboration; Resource Referral	55%	
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 Technical Assistance Program	Subject Matter	Crime Victimization	Violent Crimes; Intimate Partner Violence Victims and Victim Intervention; Sexual Assault; Victim Assistance; Neglect/ Abuse/Exploitation	65%	Medium
		Activities	Passive Training and Technical Assistance; Active Training and Technical Assistance	Interactive Distance Learning; Capacity Building; Professional Training; Training; Partnership and Collaboration; Technical Assistance; Enhancing/Expanding; Dissemination Activities; Conferences/Meetings/Events; Collaboration	50%	
OVC FY 12 Victim Assistance Professional Development Fellowship Program - Financial Fraud and Abuse Fellowship	OVW FY 12 Technical Assistance Program	Subject Matter	Crime Victimization	Victim Assistance	54%	Medium
		Activities	Passive Training and Technical Assistance; Active Training and Technical Assistance	Professional Training; Training; Capacity Building; Information Sharing; Dissemination Activities; Conferences/Meetings/Events; Technical Assistance; Interactive Distance Learning	71%	
OVC FY 12 VOCA Victim Assistance Formula	OVW FY 12 CTAS Purpose Area 6: Violence Against Women Tribal Governments Program	Subject Matter	Crime Victimization	Victim Assistance	57%	Medium
		Activities	Operational Program	Provision of Service	52%	
OJJDP FY 12 VOCA Training and Technical Assistance for Child Abuse Professionals	BJA FY 12 Capital Case Litigation Initiative	Subject Matter	Adjudications and Courts	[No Matches]	50%	Medium
		Activities	Active Training and Technical Assistance	Training	63%	
OVC FY 12 Antiterrorism and	OVW FY 12 CTAS Purpose Area 6:	Subject Matter	Crime Victimization	Victim Assistance	57%	Medium

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		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
Emergency Assistance Program for Crime Victim Assistance	Violence Against Women Tribal Governments Program	<i>Activities</i>	Operational Program	[No Matches]	50%	
OVC FY 12 American Indian and Alaska Native SANE-SART Training and Technical Assistance (Continuation)	OVW FY 2012 Comprehensive TA Provider Application Kit for Supplemental Awards	<i>Subject Matter</i>	Crime Victimization	Victim Assistance; Sexual Assault	60%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Training; Technical Assistance; Sexual Assault Training; Professional Training; Partnership and Collaboration; Enhancing/Expanding; Capacity Building	57%	
OVC FY 12 American Indian and Alaska Native SANE-SART Training and Technical Assistance (Continuation)	OVW FY 12 Tribal Domestic Violence and Sexual Assault Coalitions Program & Special Tribal Sexual Assault Coalition Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault	63%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Professional Training; Training; Capacity Building; Partnership and Collaboration; Enhancing/Expanding; Sexual Assault Training; Technical Assistance; Collaboration; Planning and Development	55%	
OVC FY 12 Victim Assistance Professional Development Fellowship Program - Financial Fraud and Abuse Fellowship	OVW FY 12 Tribal Domestic Violence and Sexual Assault Coalitions Program & Special Tribal Sexual Assault Coalition Program	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Training; Capacity Building; Professional Training; Publication and Dissemination; Dissemination Activities; Recommendations; Resource Referral; Conferences/Meetings/Events; Technical Assistance	69%	
OVC FY 12 American Indian and Alaska Native SANE-SART Training and Technical Assistance (Continuation)	OVW FY 12 Technical Assistance Program	<i>Subject Matter</i>	Crime Victimization	Victim Assistance; Sexual Assault	60%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Active Training and Technical Assistance	Training; Professional Training; Capacity Building; Sexual Assault Training; Enhancing/Expanding; Technical Assistance; Collaboration; Partnership and Collaboration	58%	
OVC FY 12 Victim Assistance Fellowship Program	OVW FY 12 Abuse of Women Later in Life Program	<i>Subject Matter</i>	Crime Victimization	Sexual Assault; Neglect/Abuse/Exploitation	63%	Medium
		<i>Activities</i>	Passive Training and Technical Assistance; Operational Program; Active Training and Technical Assistance	[No Matches]	50%	

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		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
OVC FY 12 Services for American Victims of Domestic Violence Abroad (Continuation)	OVW FY 12 CTAS Purpose Area 6: Violence Against Women Tribal Governments Program	<i>Subject Matter</i>	Crime Victimization	Victim Assistance; Intimate Partner Violence Victims and Victim Intervention	64%	Medium
		<i>Activities</i>	Operational Program	Provision of Service; Publication and Dissemination; Resource Referral; Response to Client Specific Request	58%	
BJS FY 12 Assessment of Administrative Data on Elder Abuse and Mistreatment	NIJ FY 12 Longitudinal Data on Teen Dating Violence: Postdoctoral Fellowship	<i>Subject Matter</i>	Crime Victimization	Data	58%	Medium
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Statistical Analysis; Potential Statistical Collection; Data Collection; Criminal Justice Research and Support	63%	
OJJDP FY 12 Membership Support Services for Nonprofit Missing Children's Organizations	OVW FY 12 Sexual Assault Services Formula Grant Program	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	Medium
		<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Outreach	53%	
BJS FY 12 Criminal Victimization of Persons with Disabilities Residing in Group Quarters	NIJ FY 12 W.E.B. Dubois Fellowship for Research in Race, Gender, Culture and Crime	<i>Subject Matter</i>	Crime Victimization	Data	50%	Medium
		<i>Activities</i>	Research and Development; Evaluation and Analysis	Data Collection	54%	
OVC FY 12 VOCA Victim Compensation Formula	OVW FY 12 CTAS Purpose Area 6: Violence Against Women Tribal Governments Program	<i>Subject Matter</i>	Crime Victimization	Victim Assistance	57%	Medium
		<i>Activities</i>	Operational Program	[No Matches]	50%	
OVC FY 12 CTAS Purpose Area 8: Comprehensive Tribal Victim Assistance Program	OVW FY 12 Sexual Assault Services Formula Grant Program	<i>Subject</i>	Crime Victimization	Sexual Assault	54%	Medium

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		Key Element	Category Matches	Subcategory Matches	Match Percentage	Degree of Overall Overlap
		<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Collaboration; Supporting; Enhancing/Expanding; Outreach; Hiring; Provision of Service; Professional Training; Capacity Building; Training; Resource Referral	50%	
OJJDP FY 12 Membership Support Services for Nonprofit Missing Children's Organizations	OVW FY 12 CTAS Purpose Area 5: Tribal Sexual Assault Services Program	<i>Subject Matter</i>	Crime Victimization	[No Matches]	50%	Medium
		<i>Activities</i>	Operational Program; Active Training and Technical Assistance	Outreach	53%	
OJJDP FY 12 Court-Appointed Special Advocates Membership and Accreditation Program	BJA FY 12 John R. Justice	<i>Subject Matter</i>	Adjudications and Courts	[No Matches]	50%	Medium
		<i>Activities</i>	Operational Program	[No Matches]	50%	



Appendix G: Acknowledgements

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