

DELTA PREP PROJECT

DELTA PREP is a collaborative effort supported by the CDC Foundation through a grant awarded by the Robert Wood Johnson Foundation. The project's purpose is to prepare state-level domestic violence coalitions to address first-time perpetration and victimization of intimate partner violence (IPV) by enhancing existing efforts and building new efforts within their states. The project will be administered by the Division of Violence Prevention (DVP) within the CDC's National Center for Injury Prevention and Control. The Division's Program Implementation and Dissemination Branch will provide direction and support for project activities and awardees.

Request for Application

Email is preferred for communication about the application content or process. Please direct questions to:

Kimberley Freire, PhD, MPH
DELTA PREP Project Director
CDC Foundation & CDC Division of Violence Prevention
kfreire@cdc.gov
(770) 488-4994

Other project staff are:

Jessica Hill, MPH, Project Coordinator

Jocelyn Wheaton, MPH, CDC Project Officer

Sara Sandlin, CDC Foundation Project Officer

Send completed applications to Kimberley Freire:

By email: kfreire@cdc.gov

By fax: (770) 488-4222

By mail: 4770 Buford Highway, MS F63
Atlanta, GA 30341
(must arrive by January 30, 2009)



CDC FOUNDATION

Background

Intimate partner violence (IPV) is a major public health problem that results in considerable assaults, injuries and fatalities each year.¹ IPV refers to threatened, attempted or completed physical, sexual or emotional abuse by a current or former partner. IPV can range from single or occasional acts of violence to more frequent and intensive acts of violence characterized by one partner attempting to develop and maintain control over the other. Each year, IPV results in an estimated 1,200 deaths and 2 million injuries among women and nearly 600,000 injuries among men. In addition, IPV has serious health and social consequences for victims, families and communities.^{1,2}

IPV can be prevented. Primary prevention refers to preventing IPV from first occurring, rather than responding once it happens or working to prevent its recurrence. Primary prevention focuses on strategies to prevent both first-time IPV perpetration and first-time victimization. For additional information on IPV go to: <http://www.cdc.gov/ncipc/dvp/IPV/>.

The Centers for Disease Control and Prevention (CDC) has prioritized primary prevention to reduce IPV occurrences and its consequences. In 2002, the CDC's Division of Violence Prevention initiated the Domestic Violence Prevention Enhancements and Leadership Through Alliances (DELTA) Program, which uses funds authorized by the Family Violence Prevention Services Act to focus on IPV primary prevention. DELTA is a capacity-building program that funds 14 state-level domestic violence coalitions to incorporate primary prevention within their coalition, community and state efforts. DELTA-funded coalitions provide primary prevention-focused training, technical assistance and financial support to local communities through coordinated community responses (CCRs). The Program is in its sixth year and will fund the current 14 states for three more years. For additional information on the DELTA Program go to: http://www.cdc.gov/ncipc/DELTA/IPV-DELTA_AAG.htm

Project Overview

In 2007, the CDC Foundation (the CDC's independent, nonprofit partner) received a \$3.2 million grant from the Robert Wood Johnson Foundation to offer state-level domestic violence coalitions that do not receive DELTA Program funding a foundation for building their primary prevention efforts. The initiative, known as the DELTA PREP (Preparing and Raising Expectations for Prevention) Project, will offer successful applicants ("awardees") training, technical assistance and a small amount of funding to incorporate primary prevention in their coalition and community and state IPV efforts.

The project will fund up to 20 state-level domestic violence coalitions for three years to focus on strategies to prevent first-time perpetration and first-time victimization of IPV (i.e., primary prevention). In Year 1, training and technical assistance will focus on primary prevention content and planning for organizational change. In Years 2 and 3, the focus will broaden to planning for community and state change and sustaining primary prevention efforts.

DELTA PREP builds on the successes of the DELTA Program. Several factors have facilitated DELTA-funded coalitions' IPV primary prevention efforts:

- Leadership buy-in and participation in the coalitions' primary prevention efforts

- Multiple staff members engaged in primary prevention planning and activities
- Opportunities to learn from and support other domestic violence coalitions
- Using public health planning principles to identify priorities and specify action steps
- Building relationships with partners that have common goals

In addition, the project draws on training principles intended to help practitioners and organizations incorporate new practices.³⁻⁷ Some key lessons include:

- Training multiple practitioners from an organization
- Creating opportunities to practice new skills
- Providing support for new practices such as educational materials, peer support, technical assistance, feedback and funding
- Continuing technical assistance after training to reinforce skills and help practitioners adapt skills to their practice settings

Accordingly, the project will offer awardees multiple opportunities to enhance their understanding of IPV primary prevention and to apply training concepts to their coalition efforts. Technical assistance from project staff and “coaching” from DELTA-funded grantees are intended to complement training and support awardees as they work on incorporating primary prevention in their coalition and community and state efforts.

Key Dates and Deadlines

- **January 9, 2009** - Notification of Intent due by 5:00 EST
- **January 8 and 9, 2009** – Optional applicant information conference calls
- **January 30, 2009** – Completed application due by 5:00 p.m. EST
- **March 6, 2009** – Notification of award status
- **April 1, 2009** – Start of year 1 award period

Eligibility Criteria

Applicants must be one of the 36 state or the Washington, D.C. domestic violence or dual domestic and sexual violence prevention coalitions that do not receive DELTA program funding.

Selection Criteria

The project will select up to 20 awardees that represent different geographic locations, funding levels, organizational structures (e.g., DV only and dual DV and SV coalitions) and familiarity with primary prevention concepts. Awardees will be reviewed on the extent to which they demonstrate their interest and ability to participate in DELTA PREP activities during the next three years. Applications will be evaluated by a committee using the following criteria:

- Ability to successfully participate in project activities
- Coalition leaders' commitment to supporting project activities and community and state efforts to prevent first-time IPV perpetration and victimization
- Flexibility to incorporate and/or build efforts to prevent first-time IPV perpetration and victimization (e.g., enhancing coalition structures and processes)
- Willingness to collaborate with outside partners on community and state-level initiatives to prevent first-time IPV perpetration and victimization

Total Awards

Approximately \$1.3 million will be awarded directly to participating state-level domestic violence coalitions over three years. Coalition awards include two components:

- A standard award amount that will be disbursed in Years 1-3
Standard award amounts will be at least:
 - \$14,500 in year 1
 - \$18,500 in year 2
 - \$22,500 in year 3
- Awardees will be eligible to apply for an optional supplemental award of at least \$5,000 in Years 2 and 3 to support their implementation of action steps specified during their planning for organizational change, contingent on their successful completion of Year 1 activities. (see *Key Project Activities*)

The exact award amounts will depend on the number of state coalitions that participate, with a maximum of 20 participant coalitions.

Key Project Activities

The project is designed to allow each coalition to define and prioritize primary prevention goals and action steps that reflect the unique context of each coalition while maintaining a focus on preventing first-time IPV perpetration and victimization. The project **will not** include funding for local programs (i.e., CCRs), nor the related responsibility of building the capacity of CCRs to do primary prevention work.

Project Opportunities At-A -Glance

- Training and technical assistance
- Financial support for travel, staff time and planning activities
- A framework and tools to identify priorities and set action steps
- Ongoing technical assistance and support from DELTA-funded coalitions (“coaching”)
- Small amounts of additional funding in Years 2 and 3 to support implementation of action steps (available to awardees that successfully complete Year 1 activities)
- National opportunities to network and share experiences with other state domestic violence coalitions

Training & Coaching

Awardees will commit to participating in DELTA PREP training including:

- June 2009 onsite national training in Atlanta, GA
- September/October 2009 onsite regional training on planning for organizational change
- 2010 onsite training on planning for community and state change
- 2011 onsite training on building and sustaining a national IPV primary prevention movement

Awardees will commit to participating in monthly calls usually facilitated by DELTA Program coalition leaders and staff. Each participating coalition will be matched with at least two DELTA-funded coalitions that will serve as “coaches” providing support and technical assistance throughout the project period. In addition, some calls may offer technical assistance from project staff and trainers. Awardees should identify appropriate staff and leaders to participate in each type of call including:

- Coaching calls with DELTA Project Coordinators open to all coalition staff, but required for key staff identified in the application (bi-monthly)
- Coaching calls with DELTA-funded coalition Executive Directors or leader designee required for Coalition Executive Directors (quarterly)
- Technical assistance calls facilitated by project staff or trainers open to all coalition staff (quarterly or as needed)

Coaching is intended to provide opportunities for awardees to process and reinforce training concepts and skills as they develop plans for organizational change. Coaches will likely provide technical assistance and support to awardees, but they are not responsible for approving awardees’ planned activities or deliverables.

Planning for Organizational Change

Planning for organizational change is a process of defining the *who, what, where, when* and *how* awardees will influence and create change within their coalitions and states. Coalition staff and leaders will define and prioritize goals and action steps, and then work on implementing their action steps. The planning approach will guide awardees to define action steps that are reasonable to achieve within a short period of time – between six months and a year. Awardees will receive instruction, tools and technical assistance to facilitate their planning. Plans developed by awardees in Year 1 will be submitted to project staff for review by the end of 2009. In Years 2 and 3, the focus will broaden to planning for community and state change and sustaining IPV primary prevention efforts.

Additional Training and Technical Assistance

Throughout the project period, awardees will have opportunities for training and technical assistance beyond required activities. Optional training and technical assistance activities may be identified once awardees are selected and as they work on their organizational change plans. Project staff and coaches will work with awardees to identify additional supports including, but not limited to training, coaching, technical assistance and financial resources (see “*Supplemental Awards*”)

National Opportunities

During Years 2 and 3, the project will provide opportunities for training and networking that will be open to all 50 state domestic violence coalitions (i.e., DELTA-funded grantees, DELTA-PREP awardees and all other state DV coalitions). These opportunities will be a way for all interested coalitions to connect with national IPV primary prevention efforts and dialogue on priorities for developing a national movement to prevent first-time IPV perpetration and victimization.

Use of Award Funds

Standard Awards (Years 1-3)

Awardees may use funds for: 1) travel to training; 2) leadership and staff time for project-related activities, and 3) activities related to developing and implementing organizational plans.

Allowable uses of Standard Awards for **Year 1** include:

- **Travel** for at least one coalition leader (i.e., Executive Director, management-designee or Executive Board Member) and one staff member to onsite trainings including a June 2.5 day national training in Atlanta and September/October regional training
- **Leadership and Staff time** spent on project activities including, but not limited to:
 - Onsite training
 - Monthly coaching calls
 - Sharing and processing DELTA PREP concepts and materials with coalition staff and leaders who do not attend onsite training (e.g., training sessions, staff and board updates)
 - Developing a plan for organizational change
 - Implementing organizational change action steps
 - Reporting progress, success stories, challenges and lessons

- **Expenses** incurred as part of planning for organizational change and other coalition activities directed at incorporating primary prevention in the coalition. Expenses may include, but are not limited to, hosting meetings or training events (e.g., providing food, educational materials, technology costs) to facilitate developing and implementing an organizational plan. The small amount of funding available may not be sufficient to support all of the awardees' activities associated with planning for organizational change, and coalitions will need to plan accordingly. **Year 1** funds may not be used to fund programmatic efforts such as purchasing curricula, sponsoring program events and developing educational materials.

Supplemental Awards (Years 2 and 3)

Based on successful completion of Year 1 activities, awardees will be eligible to apply for supplemental funds in Years 2 and 3 to directly support one or more activities in their organizational plans. In particular, these awards are intended to support awardees' efforts to incorporate primary prevention of IPV within their coalition, build partnerships with key stakeholders, leverage additional resources, build data resources and initiate or enhance community and state activities.

Project Deliverables

In order to gauge training and technical assistance needs and track awardees' progress, the project will require a set of deliverables at different times throughout the project period. The main deliverables awardees will be responsible for include:

- A plan for organizational change at the end of Year 1
- Updated organizational plans at the end of Years 2 and 3
- Semi-annual progress reports on organizational plans
- Contributions to project success stories, challenges and lessons learned

How to Apply

Please read the instructions carefully before completing the application.

Application Procedures

Applicants should send Notification of Intent to apply by **January 9, 2009** to Kimberley Freire at kfreire@cdc.gov

Completed applications should be submitted by email, fax or mail **5:00 p.m. EST on January 30, 2009**. The Coalition Profile should be completed within the space provided.

Send completed applications to Kimberley Freire:

By email: kfreire@cdc.gov

By fax: (770) 488-4222

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Application Sections

The application addresses three major areas that will help the project assess applicants' interest in the project, ability to participate in project activities and willingness to advance community, state and national efforts to prevent first occurrences of IPV perpetration and victimization. The three areas are:

- **The Coalition Profile:** this section asks about your coalition's current purpose, leadership and structure. Most questions, except for Question 1, are check boxes or fill-in responses. Please use the space provided to answer this section.
- **The Prevention Profile:** this section asks about how your coalition currently addresses first-time IPV perpetration and/or victimization, if at all, and how your coalition might address first occurrences of IPV during the next 3 years.
- **Budget Description:** this section asks about who in your coalition will participate in project activities supported by award funding.
- **Leadership Commitment:** This section asks for Letters of Commitment from two coalition leaders.

Formatting Requirements

The Prevention Profile narrative should be no more than 7 pages total (consistent with maximum space guidelines) and the budget description should be no more than two paragraphs. Applications should be single-spaced in 12 point font New Times Roman or Arial with one-inch margins.

Leadership and Staff Résumés

Please attach the résumés or curriculum vitae of the two key leaders who submitted Letters of Commitment and 2-4 key staff members who are likely to participate in onsite training and/or planning activities.

Application Checklist

Please refer to the application checklist to ensure that you have submitted all materials necessary to process your application.

Part I: Coalition Profile

In this section, please give an accurate description of your coalition as of today. The information in this section will help the project understand how state-level domestic violence coalitions are structured. In addition, the description provided in this section will help the project match selected applicants with DELTA-funded coalitions.

Coalition Name:	Key contact person name, phone and email address*
Mailing Address:	Alternate contact person name, phone and address (optional)**
Main Phone Number	

* This person will be contacted regarding any questions and notifications for this application

**You may choose to select a second person who will serve as an alternate contact in case the key contact person cannot be reached

1. (Two paragraph maximum) Explain the coalition's main purpose and/or mission and describe how the coalition operates within communities and the state.

2. Does the coalition currently have an Executive Board?

YES

NO → GO TO QUESTION 6

3. How many people from each category below currently serve on the Executive Board?

Executive Directors or staff from organizations that receive coalition funding

Executive Directors or staff from organizations that **do not** receive coalition funding

Survivors

Others; please specify _____

Total Board Members

4. In the past 12 months, how often did the Executive Board meet?

More than once a month

Once a month

Every other month

Quarterly

Semi-annually

Annually

5. In the next 12 months, how often does your Executive Board plan to meet?

More than once a month

Once a month

Every other month

Quarterly

Semi-annually

6. Does your coalition currently have an Executive Director?

YES

NO → GO TO QUESTION 8

7. How long has the coalition's Executive Director served in his/her position at the coalition?

8. How many paid staff members does your coalition currently have?

_____ Full time (non-student)

_____ Part-time (non-student)

_____ Student intern

_____ Others; please explain _____

9. During your coalition's most recent completed fiscal year, what was your coalition's annual budget? Please include all sources of funding from private, local, state, and federal sources. Please also include other funding that is part of your "operating budget" as well as any "pass through" funding. By operating budget, we mean any expenses related to ongoing operation of the coalition's programs, services, and activities. By pass through funds, we mean funds provided to your agency with the intent that they will be passed on to another agency.

Most recent fiscal year completed was _____

_____ Under \$200,000

_____ \$200,000 to \$299,999

_____ \$300,000 to \$499,999

_____ \$500,000 to \$999,999

_____ \$1,000,000 to \$2,999,999

_____ \$3,000,000 or more

10. During your coalition's most recent completed fiscal year, what percentage of the coalition's annual budget was for its operating budget? (By operating budget, we mean the agency's total budget including subcontracts with consultants, net of pass-through funds to other agencies.)

|__|__| Percentage Of Annual Budget For Operating Budget

11. Does your coalition currently have the following organizing documents...?

	Yes	No	Comments (optional)
a. By-laws/rules of operation			
b. A vision statement in writing* (If YES, please include it below)			
c. A mission statement in writing* (If YES, please include it below)			
d. A written organizational plan (e.g., strategic or action plan)			
e. Organizational goals and objectives in writing			
f. An organizational chart			
g. Written job descriptions for staff			

*If you answered YES, please insert the vision and/or mission statement below.

Part II: Prevention Profile

In this section, please give an accurate description of your coalition as of today. Applicants are not required to have already incorporated prevention of first-time IPV perpetration and victimization. Your response should fit within the maximum space indicated at the end of each item.

1A. (One page maximum) Please describe the ways in which your coalition incorporates prevention of first-time IPV perpetration and victimization of IPV within the language and/or ideas represented in its organizing documents, if at all. Organizing documents include those listed in the Coalition Profile, Question 11 such as the coalition's by-laws, mission statement and organizational plan.

If your coalition does not currently incorporate prevention of first-time IPV perpetration and victimization within the language and/or ideas represented in its organizing documents, SKIP to 1B.

1B. (One page maximum) Describe how your coalition could incorporate the prevention of first-time IPV perpetration and victimization within the language and ideas represented within its organizing documents, during the next three years. Please consider both the actual change you might initiate and how your coalition might approach making the change.

2. Does your coalition include prevention of first-time IPV perpetration and victimization within the scope of work of one or more staff members?

If no, skip to question 3.

If yes: (One page maximum) Explain how your coalition includes prevention of first-time IPV perpetration and victimization within the scope of work of one or more staff members?

3. (One page maximum) During the next three years, how might your coalition engage its staff members and leaders in learning about concepts presented in DELTA PREP training and planning for organizational change. Your response should include key staff members and leaders who will likely attend onsite training and how your coalition will engage staff and leaders who do not attend onsite training.

4A. (One page maximum) If your coalition currently works with any member agency or partners outside of the coalition on preventing first-time IPV perpetration and victimization, please describe the partnership(s) including: 1) the name of the member agency or partner; 2) the nature of partnership (i.e., does your coalition provide funds to the agency and/or how does the partnership operate), and 3) any activities that might help explain the nature of the work to prevent first-time IPV perpetration and victimization.

If your coalition does not currently work with any member agency or partner on preventing first-occurrences of IPV perpetration or victimization, SKIP to 4B.

4B. (One page maximum) Describe member agencies and/or outside partners your coalition would like to work with during the next three years to develop efforts to prevent first-time IPV perpetration and victimization.

5. (One page maximum) Describe any resources your coalition already has or might be able to leverage during the next three years to contribute to community and state efforts to prevent first-time perpetration and victimization.

Part III: Budget Description

(2 paragraph maximum) The Year 1 budget narrative should describe:

- The number of leaders and staff who will attend onsite trainings (minimum of one leader and one staff member) and the estimated costs associated with their travel to the national and regional trainings
- Key coalition leaders and staff who will participate in monthly coaching calls and estimated cost of staff and leadership time associated with calls
- Key leadership and staff who will participate in planning for organizational change and estimated costs associated with their time starting in July 2009 through March 2010

Part IV: Leadership Commitment

Please identify two key leaders to each submit a “Letter of Commitment.” One key leader should be the coalition’s Executive Director. In cases where the coalition does not currently have a permanent Executive Director, the interim Executive Director or another member of coalition management may submit a letter instead. A second key leader, such as the Chair of the coalition’s Executive Board (recommended) or a coalition staff manager should submit the second letter.

Each letter should reflect the unique perspective of the leader. The letter should indicate the leader’s interest in enhancing existing coalition efforts or building new efforts to prevent first-time IPV perpetration and victimization and should address how the leader will support coalition staff in project activities. In addition, the letter should explain, in broad terms, how participating in the project would benefit the coalition from his/her perspective as a leader.

Application Checklist

- Completed the Coalition Profile in the space provided (Part I)
- Responded to the items in the Prevention Profile (Part II)
- Included a budget description (Part III)
- Submitted Letters of Commitment from two coalition leaders (Part IV)
- Attached the résumés or curriculum vitae of the two key leaders who submitted Letters of Commitment and 2-4 key staff members who are likely to participate in onsite training and/or planning activities

¹ CDC. Adverse Health Conditions and Health Risk Behaviors Associated with Intimate Partner Violence--United States, 2005. Available at:
www.cdc.gov/mmwr/preview/mmwrhtml/mm5705a1.htm

² CDC. Costs of intimate partner violence against women in the United States. Atlanta, GA: US Department of Health and Human Services, CDC; 2003. Available at
http://www.cdc.gov/ncipc/pub-res/ipv_cost/ipv.htm.

³Umble, KE & Cervero, RM. Impact studies in continuing education for health professionals: A critique of the research syntheses. *Evaluation and the Health Professions*. 1996; 9(2): 148-174.

⁴Robertson, KE, Umble, KE, & Cervero, RM. Findings of the research reviews in continuing education in the health professions. *Journal of Continuing Education in the Health Professions*. 2003; 23(3):146-56.

⁵Marquardt, M. *Action Learning in Action*. 1999; Palo Alto, CA: Davies-Black.

⁶Orton, S, Umble, K, & Porter, J. Management Academy for Public Health: Program design and critical success factors. *Journal of Public Health Management and Practice*, 2006; 12(5): 409-418.

⁷Umble, K, Orton S, Rosen B, & Ottoson J. Evaluating the impact of the Management Academy for Public Health: Developing entrepreneurial managers and organizations. *Journal of Public Health Management and Practice*. 2006; 12(5): 436-445.