U.S. Department of Justice
Office of Justice Programs
Office for Victims of Crime

TTAC
OVC Training & Technical Assistance Center

Consultant Handbook

Resource Directory

Office for Victims of Crime (OVC)
Office of Justice Programs
U.S. Department of Justice

TTAC

OVC Training & Technical Assistance Center

Consultant Handbook

Prepared by
OVC Training and Technical Assistance Center (TTAC)
2277 Research Boulevard, MS 7F
Rockville, MD 20850
1-800-627-6872

June 2000

OVC Training and Technical Assistance Center

The mission of the OVC Training and Technical Assistance Center (TTAC) is to serve as a central access point for comprehensive, quality training and technical assistance resources to victim service providers and allied professionals to enhance our Nation's capacity to provide skilled, capable, victim-sensitive assistance to crime victims.

Table of Contents

Appendix

Consultant Enrollment Package

Acknowledgments

TTAC staff would like to thank the U.S. Department of Health and Human Services, Office for Substance Abuse Prevention, Division of Community Prevention and Training. In preparing this handbook, OVC TTAC staff relied heavily upon the *Center for Substance Abuse Prevention Consultant Handbook*. The handbook served as a foundation and model for the document.

Preface

The purpose of this handbook is to introduce consultants to the policies and procedures of the Office for Victims of Crime (OVC) Training and Technical Assistance Center (TTAC). The handbook also clearly establishes the responsibilities of consultants, OVC, and TTAC when responding to requests for training, technical assistance (TA), or speakers and questions from requesters.

Consultants under contract to OVC must be familiar with and adhere to the policies and procedures set forth in this handbook. Any policy exceptions must be negotiated and agreed to in writing prior to any work taking place.

The handbook begins with an overview of OVC and TTAC. This is followed by general information relevant to all TTAC consultations including the consultant selection process and general responsibilities of all consultants, training and technical assistance requesters, TTAC, and OVC. The handbook refers to consultation generically as TA, and reference to the "Consultant Agreement" may indicate an agreement with an individual or with an organization. Answers to frequently asked questions are included in chapter 7. Chapters 8, 9, and 10 in part II provide specific information related to each type of consultation provided: speaking presentation, provision of TA, and delivery of training. Copies of all the forms referenced in this handbook are included in the appendix.

PART I

CHAPTER

Introduction

What Is the Office for Victims of Crime (OVC)?

The Office for Victims of Crime (OVC) was formed by the U.S. Department of Justice (DOJ) in 1984 and was formally established by Congress in 1988 through an amendment to the Victims of Crime Act of 1984 (VOCA). The Office provides Federal funds to support victim assistance and compensation programs across the country and advocates for the fair treatment of crime victims. OVC administers formula and discretionary grants for programs designed to benefit victims, to provide training for diverse professionals who work with victims, and to develop projects to enhance victims' rights and services.

OVC's Mission and Global Challenges

OVC is committed to enhancing the Nation's capacity to assist crime victims and to providing leadership in changing attitudes, policies, and practices to promote justice and healing for all victims of crime.

OVC works with international, national, State, military, and tribal victim assistance and criminal justice agencies, as well as other professional organizations, to promote fundamental rights and comprehensive services for crime victims. OVC, with diverse input from the field, has established five global challenges for responding to victims of crime:

1. To enact and enforce consistent, fundamental rights for crime victims in Federal, State, juvenile, military, and Tribal justice systems and administrative proceedings.
2. To provide crime victims with access to comprehensive, quality services regardless of the nature of their victimization, age, race, religion, gender, ethnicity, sexual orientation, capability, or geographic location.
3. To integrate crime victims' issues into all levels of the Nation's educational system to ensure that justice and allied professionals and other service providers receive comprehensive training on victims' issues as part of their academic education and continuing training in the field.
4. To support, improve, and replicate promising practices in victims' rights and services built upon sound research, advanced technology, and multidisciplinary partnerships.
5. To ensure that the voices of crime victims play a central role in the Nation's response to violence and those victimized by crime.

OVC accomplishes its mission of fostering justice and healing for crime victims in many different ways including the administration of the Crime Victims Fund, support for direct services, provision of training programs that reach diverse professionals across the Nation, sponsorship of demonstration projects that have a national impact, and publication and dissemination of documents that highlight promising practices in the effective treatment of victims, which can be replicated throughout the country.

Crime Victims Fund

A major responsibility of OVC is to administer the Crime Victims Fund, which is derived not from tax dollars but from fines and penalties paid by Federal criminal offenders. Nearly 90 percent of the money collected each year is distributed to States to assist in funding their victim assistance and compensation programs. These programs are the lifeline services that help many victims heal. Federal victim assistance funds support more than 3,000 local victim services agencies, such as domestic violence shelters, children's advocacy centers, and rape treatment programs, and victim services in law enforcement agencies, prosecutors' offices, hospitals, and social service agencies. Compensation funds reimburse victims for out-of-pocket expenses such as medical and mental health counseling costs, lost wages, and funeral expenses resulting from a crime. Since 1988, OVC has distributed more than $2 billion to States to support victim services and compensation.

OVC's Direct Services

OVC provides direct services to people victimized by Federal crimes including those occurring on Tribal or Federal lands, such as military bases and national parks. OVC maintains an emergency fund to provide victims of Federal crimes with needed services, such as crisis counseling, temporary shelter, and travel expenses to court. The agency also sponsors victim assistance programs in Indian Country including the establishment and training of multidisciplinary teams to handle child sexual abuse cases and to provide comprehensive victim services.

OVC-Sponsored Training

OVC sponsors training on a variety of victims' issues for many different professions including victim service providers, law enforcement officers, prosecutors, court officials, clergy, and medical and mental health personnel. Training on victim/witness issues also is provided for some 70 different Federal law enforcement agencies, such as the Federal Bureau of Investigation (FBI), the U.S. Department of Defense, and the National Park Service. Other topics for training include victim-offender mediation, victim impact panels, trauma and grief counseling, program development and evaluation, and related clinical and administrative issues.

OVC's Discretionary Grants

Through discretionary grants, OVC has initiated many innovative projects that have had a national impact. OVC also has developed numerous training curricula addressing subjects such as hate crimes, elder abuse, and the clergy's role in assisting victims. Other OVC projects include development of videotapes that educate children about

testifying in court and support for crisis response teams that assist communities following mass violence and victimization.

OVC's Resource Center

OVC established the Office for Victims of Crime Resource Center (OVCRC) as an information clearinghouse that provides current research findings, statistics, and literature on emerging victim issues. OVCRC responds to callers via a toll-free phone number and provides extensive information and materials on a range of victims' issues. OVC has funded important reports on civil legal remedies for victims, model antistalking laws, and exemplary corrections programs that assist victims and train victim advocates, as well as protocols for handling offenses on tribal lands.

OVCRC is a component of the National Criminal Justice Reference Service (NCJRS), the most comprehensive criminal justice library in the world. Through this service, information is available 24 hours a day via the Internet and fax-on-demand service. The NCJRS World Wide Web Justice Information Center (JIC) menus provide information and publications from all agencies of the Office of Justice Programs (OJP)—Bureau of Justice Assistance (BJA), Bureau of Justice Statistics (BJS), National Institute of Justice (NIJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP), and Office for Victims of Crime. JIC also works with OJP offices—Corrections Program, Drug Courts Program, State and Local Domestic Preparedness Support, and Violence Against Women—as well as with the Office of National Drug Control Policy (ONDCP).

For further information about OVC, visit OVC's Web site at *www.ojp.usdoj.gov/ovc/* or the JIC Victim Web home page at *www.ncjrs.org/victhome.htm*. OVCRC can be contacted by phone at 1–800–627–6872.

What Is the Training and Technical Assistance Center?

The Training and Technical Assistance Center (TTAC) serves as OVC's centralized source of training and technical assistance to Federal, State, Tribal, local agencies, and other organizations that serve crime victims.

TTAC's Mission and Goals

The mission of TTAC is to make available comprehensive, quality technical assistance and training resources to victim service providers and allied professionals to enhance the Nation's capacity to provide skilled, capable, victim-sensitive assistance to crime victims.

OVC's vision for technical assistance and training focuses TTAC activities in four main areas:

1. **Technical Assistance:** Expert, focused support and guidance in areas such as program development, management, evaluation, and establishment of sound policies and procedures that will facilitate long-term, systemic change to improve services to crime victims.
2. **Training:** The planning, development, delivery, and evaluation of activities designed to achieve specific learning objectives for individuals, groups, or organizations.

3. **Speakers:** A pool of content experts who can present specifically targeted information appropriate to the purpose and goals of individual conferences, focus groups, and other meetings.
4. **Consultant Database:** A pool of experts capable of providing effective onsite technical assistance to address significant operational problems and needs, skilled trainers to conduct training using curricula developed under OVC's discretionary grant programs, and speakers to deliver presentations at conferences and meetings.

OVC's Community Crisis Response and Mentoring Programs also are supported by TTAC. For more information about these programs, contact TTAC at

2277 Research Boulevard, MS 7F
Rockville, MD 20850
1–800–627–6872
TTAC@ovcttac.org

Processing a Technical Assistance Request

TTAC staff receive requests for assistance from a variety of sources including Federal agencies and departments, State and local victim assistance offices, and community-based victim services programs, as well as OVC directly. All requests are given an identification number and assigned to a TTAC staff member who is responsible for coordinating all activities related to that request. **All requests must be made in writing on the TTAC request form included in the appendix.** Staff review the request for appropriateness and completeness and make initial contact with the requesting organization to acknowledge receipt of the application and answer any remaining questions. TTAC staff then develop a workplan and an estimated budget, identify potential consultants, and facilitate the link between the requester and the consultant. If the request is for mentoring in support of a VOCA office, TTAC staff also coordinate with the OVC State Compensation and Assistance Division (SCAD) staff to ensure that the most effective technical assistance delivery approach is identified.

Through the development process, TTAC staff serve as resources who are integral to the implementation of the request. Following the delivery of the assistance, staff receive all final reports, materials, and evaluations and process all invoices and requests for reimbursements. These reports are reviewed, as appropriate, by the requester and by SCAD or other OVC staff members. Followup activities may be based on the findings and recommendations contained in the final reports. Exhibit 1–1 summarizes this process.

The key to success of any assistance delivered is TTAC's ability to identify and engage consultants with the requisite skills and experience to meet the requesting organization's needs effectively. Consultant selection and assignment are discussed in the following chapter.

Exhibit 1–1
Processing a Technical Assistance, Training, or Speaker Request

Steps 1 through 5 require a minimum of 30 days.	1. TTAC receives written request via fax or mail. 2. TTAC acknowledges receipt of request via mail and initial phone contact. 3. TA coordinator reviews request. Workplan, potential consultants, and cost estimate are developed and sent to OVC for approval or disapproval. 4. OVC contracting officer's technical representative (COTR) approves or disapproves. 5. Coordinator notifies requester of OVC COTR action.
TA coordinator processes request, makes final consultant selection, issues the Tasking Letter, and coordinates travel arrangements (interfacing with requester).	6. If approved, coordinator processes request. 7. Consultant or TTAC staff member provides services (technical assistance, training, or speaking support).
Technical Assistance/Training/ Speaker's Report, Consultant Invoice, and OVC TTAC Reimbursement forms received from consultant and approved. TA coordinator provides copy of TA site visit report to designated OVC program specialist as appropriate.	8. Coordinator posts activity process. 9. Evaluation immediately follows activity. 10. Coordinator closes out activity.

CHAPTER

Consultant Selection and Authorization of Assignments

Consultant Selection

Consultants are selected from a wide pool of professionals with diverse experience and expertise. Persons interested in becoming TTAC consultants are required to complete the Consultant Enrollment Package and submit it with a résumé, brief biography, and the names of three references. All applications must be reviewed and approved by both the OVC contracting officer's technical representative and OJP contracts personnel. If approved, the consultant's name is entered into the TTAC Consultant Database and he or she becomes available for speaking, technical assistance, or training assignments. See exhibit 2–1 for a chart illustrating the nomination, enrollment, and selection processes for consultants.

When OVC authorizes technical assistance, TTAC strives to recommend consultants possessing the skills and experience best suited to the needs identified by the requesting organization. TTAC does not deploy persons to conduct assignments who would be unacceptable to the requesting organization.

Consultants deployed by TTAC may be

1. Drawn from the TTAC Consultant Database.
2. Requested by the organization seeking consultation and acceptable to TTAC and OVC.

When two or more consultants are selected to provide technical assistance to an organization simultaneously or sequentially as a team, TTAC designates one of the consultants to act as lead consultant. The lead consultant is responsible for developing the final report with input and assistance from the other consultant(s) on the team and submitting it to TTAC.

Before consultants are authorized by TTAC to undertake technical assistance assignments, the following activities must have occurred:

1. A written request for technical assistance, training, or speaking support has been submitted to TTAC by the requesting organization.
2. TTAC staff have determined that the request and the circumstances of the requesting organization fit TTAC's mission and eligibility criteria to receive assistance.
3. The requesting agency has reviewed consultant options provided by TTAC staff and has identified the consultant it believes will best meet its needs. Requesting organizations may contact recommended consultants directly to gather additional information in making a final selection.

4. The proposed consultant has agreed to the scope and limits of the task and has submitted a plan for the delivery of assistance.
5. OVC has approved the request in writing.

Consultant Authorization

Consultants identified by TTAC for assignment are contacted by telephone and subsequently receive a Tasking Letter setting forth the proposed scope of the assignment. Details of the technical assistance, training, or speaking request are included in the letter. Consultants are expected to become acquainted with the contents of this document before initiating contact with the requesting organization.

After reviewing TTAC's letter describing the assignment and becoming familiar with the details of the request, the consultant must do the following:

1. Contact TTAC immediately, before initiating assignment activity, if the consultant does not think that the assignment can be completed in the days allotted for the consulting assignment.
2. Make contact with the identified contact person at the organization to clarify the assistance being sought and schedule or confirm the site visit time.
3. Prepare and submit to TTAC a written plan for the delivery of assistance.

Following approval of the request and the consultant's plan, the consultant should do the following:

1. Arrange travel through TTAC's designated travel agency. If the consultant is eligible for Federal airfare rates, travel can be arranged independently using the appropriate Federal charge process; otherwise, the most cost-effective travel arrangements should be made.
2. Coordinate with the requesting organization's contact person to identify local lodging that is within Federal per diem limits. The consultant is responsible for making his or her hotel reservations.

Exhibit 2–1
Nomination, Enrollment, and Selection of Consultants

Nomination	1.	Individual is nominated by OVC, TTAC, self, or other source.
Enrollment	2.	TTAC sends nominee a letter confirming the nomination and the Consultant Enrollment Package.
	3.	Nominee completes the Consultant Enrollment Package and submits it along with a résumé, brief biography, references, consulting fee verification, and other requested materials to TTAC.
	4.	TTAC contacts references and prepares consultant approval package.
	5.	Consultant approval package is submitted to OJP contracting officer and OVC COTR for approval.
	6.	TTAC forwards Consultant Agreement with approved rate, A/P Classification code, and IRS forms to nominated consultant.
	7.	Consultant submits completed and signed Consultant Agreement and forms to TTAC.
	8.	TTAC enters consultant information into TTAC's Consultant Database.
Selection	9.	TTAC receives technical assistance request.
	10.	TTAC clarifies request with requester.
	11.	TTAC searches Consultant Database for experts who have knowledge, skills, and expertise that match the needs of the request.
	12.	TTAC provides names of three identified trainers to requester.
	13.	TA requester identifies preferred trainer.
	14.	Tasking Letter is issued to consultant.
	15.	Consultant returns Tasking Letter and proposed plan for delivery of assistance.
	16.	OVC COTR approves request, identified consultant, and consultant's plan for assistance.
	17.	Letter of confirmation of TA and evaluation form are submitted to requester.
	18.	Consultant completes predelivery preparation materials.

CHAPTER 3

Consultant's Responsibilities

Consulting assignments funded by OVC involve not only the consultant but also OVC project monitors, TTAC staff, and the requesting organization. The consultant is accountable to all three during the assignment. Independent consultants for TTAC are not considered employees of TTAC or OVC. Rather, they are "contract providers" who function under the auspices of the Federal Government and TTAC for specific tasks as assigned and accepted. Consultants are not considered representatives of OVC or TTAC. Regardless, consultants are expected to govern themselves in a manner that is in accord with OVC and TTAC program goals, objectives, and philosophies while on assignment.

All direction for planning and logistics related to training, technical assistance, or speaking assignments comes from TTAC, and consultants must adhere to the terms set forth in the Consultant Agreement and subsequent Tasking Letters that govern specific assignments.

While onsite, consultants are accountable to the recipient organization to fulfill the tasks and activities outlined in the Trainer's, Technical Assistance, or Speaker's Site Plan. The identified contact person for the organization provides oversight for the consultation activity. Any disagreements regarding the consultant's role and responsibilities that cannot be settled between the consultant and the recipient should be referred immediately to TTAC.

Consultants are expected to govern themselves in a manner that is in accord with OVC and TTAC program goals and objectives while on assignment.

Exhibit 3–1 reviews the steps a consultant completes for TTAC technical assistance, training, and speaking assignments.

Consultant Accountability

The consultant has four important responsibilities when providing training, technical assistance, or speaking assistance to a requesting organization.

1. **Clarify the objectives/desired outcomes of the request with TTAC staff and subsequently with the requester.** The consultant will receive a copy of the applicant's written request from TTAC. Clarification of the requesting organization's need is critical and should take place immediately after the consultant's receipt of the possible assignment from TTAC. The consultant will, in coordination with TTAC staff, contact the organization to discuss the details of the request and the specific need for which the assistance is being provided. This

contact provides the consultant an opportunity to acquire pertinent background information regarding the organization's program focus, target population, and services.

2. **Develop a Site Plan for addressing the objectives/desired outcomes.** Based on discussions with TTAC staff and the organization, the consultant will develop a detailed Site Plan for the agreed-upon roles and responsibilities of the organization in implementing the consultation activity.
3. **Submit the signed Tasking Letter and proposed Site Plan to TTAC for approval.**
4. **Provide training, technical assistance, or speaking support.** Once the plan has been developed and approved, the consultant will conduct the training, technical assistance, or speaking activity according to the process outlined in the plan.
5. **Effectively document the process and outcomes of the training, technical assistance, or speaking activity and recommend followup to TTAC as appropriate.** Following the onsite activity, the consultant documents the process that was used to conduct the training, technical assistance, or speaking activity (including any modifications or deviations from the Site Plan); identifies the outcomes of the activity; and makes any recommendations for followup by the requesting organization. The report should follow the guidelines provided by TTAC.

Consultant Requirements

Every TTAC consultant must meet several basic contractual requirements. These requirements ensure that the consultant follows TTAC guidelines.

1. Service must be provided according to terms in the Consultant Agreement and Tasking Letter for each assignment.
   - The Consultant Agreement outlines the necessary terms and assurances for members of the TTAC Consultant Database and must be submitted prior to receiving any assignments.
   - The Tasking Letter details the terms of performance for each specific activity being assigned and must be signed and returned to TTAC with a Site Plan for the delivery of assistance, before the implementation of any activity.
2. The Consultant Agreement must be accompanied by completed and signed IRS W–9 and A/P Classification forms.
3. Each consultant must establish and maintain communication with the requesting organization before going onsite. TTAC provides the consultant with an outline of what the plan must contain. The outline should be used to plan the response to the organization's request for assistance. Separate outlines are provided for training, technical assistance, and speaking responses.
4. Consultants must contact TTAC's travel agency to make arrangements immediately after receiving approval for an assignment. **Delays in making travel arrangements could prevent TTAC from taking advantage of cost savings on early bookings.** Consultants may make their own arrangements if they are able to procure a lower fare.

Exhibit 3–1
Steps Consultant Completes for TTAC Technical Assistance, Training, and Speaking Assignments

Presite

1. Review the potential assignment with TTAC staff.
2. In coordination with TTAC staff, contact requesting organization to clarify needs, discuss Site Plan, and obtain information on hotel arrangements.
3. Develop the Technical Assistance, Trainer's, or Speaker's Site Plan with input and approval from the requesting organization.
4. Submit the Technical Assistance, Trainer's, or Speaker's Site Plan and signed Tasking Letter to TTAC for approval.
5. Following approval, contact TTAC's travel agency to make airline reservations. Car rentals **must** receive additional TTAC approval.
6. Make hotel reservations.

Onsite

7. Meet with the requesting organization's contact person to review details of the previously approved Technical Assistance, Trainer's, or Speaker's Site Plan.
8. Become acquainted with all persons who have a direct role in the technical assistance, training, or speaking request.
9. Determine if any modifications are needed in the scope of the assignment (e.g., whether additional costs will be incurred). Modifications must be approved by the TTAC project coordinator and OVC **before** additional costs are incurred.
10. Determine if any modifications are needed regarding how the activity will be performed. TTAC or OVC approval is not required provided the activity remains within the realm of OVC's mission. All changes to the Site Plan must be documented in the final report.
11. Deliver the technical assistance, training, or speaking presentation.
12. Conduct an exit interview.
    - For technical assistance assignments, conduct a formal meeting to report on findings and present tentative recommendations to appropriate officials.
    - For training assignments, meet with organization's contact person to relay any feedback or insights received during the training activity.
    - For speaking assignments, meet with the organization's contact person before departing.

    Refer questions regarding additional assistance or followup not originally included in organization's application to the TTAC project coordinator.

Postsite

13. Complete and submit appropriate reports.

Technical Assistance Provider:	Technical Assistance Report	1 copy
Trainer:	Training Report	1 copy
Speaker:	Speaker's Report	1 copy

    Attach any handouts or materials provided before, during, or after the service delivery to the report.
14. Complete and submit Timesheet and Consultant Invoice for consultant fee (if applicable).
15. Complete and submit OVC TTAC Reimbursement form for per diem expenses (if applicable). Submit original receipts.

5. Throughout the period of performance, each consultant must maintain complete and thorough documentation of all activities using the format provided in the report guidelines. This documentation is a required product of the consulting activity.
6. At the conclusion of each assigned consultant activity, the consultant writes a report that summarizes the actions taken, the response of the recipient agency, noted outcomes, and any recommendations. The consultant is responsible for submitting the documentation to TTAC. **Prompt payment for services is contingent upon the submission of a complete and acceptable report.**
7. Consultants must submit all required documentation and reports for their invoices to be processed. This documentation includes the following:
   - Consultant Agreement, IRS W–9 form, and A/P Classification form.
   - Signed Tasking Letter.
   - Site Plan.
   - Materials used and developed as part of the activity.
   - TA provider evaluation form (of TTAC).
   - Timesheet reflecting actual hours/days used for preparation, onsite delivery, and completion of reports.
   - Expense report with all receipts.
   - Speaker's Report, Technical Assistance Report, or Training Report.

Generally, documentation and reports are due in 10 working days following the delivery of training and technical assistance, but they will be accepted up to 30 days after the assignment.

Consultant Conduct and Ethics

TTAC expects all consultants to conduct themselves in a professional and responsible manner. Basic professional consulting responsibilities include the following:

1. Respecting confidential information.
2. Using tact and discretion in words and actions.
3. Refraining from committing OVC and TTAC to providing further service.
4. Abstaining from using consultant assignments to promote future work for oneself or for one's professional associates.
5. Recognizing one's professional limitations.
6. Faithfully distinguishing between fact and opinion in reporting observations and findings.
7. Exhibiting, in words and actions, respect for the requesting organization, its staff, and its target audience.
8. Refraining from behavior and conduct while onsite that negatively affect the recipient organization, the provision of services, OVC, or TTAC.
9. Demonstrating sensitivity to the values, norms, customs, culture, ethnicity, and traditions of the group, organization, and/or community being served including ensuring that presentations and materials are culturally sensitive and accessible to persons with special needs.

Consultant Restrictions

TTAC places three restrictions on its consultants in their onsite training, technical assistance, and speaking activities.

1. Consultants developing a design or plan for followup or additional services are prohibited from marketing themselves to the requester to implement those services. TTAC, in consultation with the requester, may choose to employ another consultant should the implementation phase receive OVC support.
2. Consultants may not engage in a project that presents a conflict of interest. Consultants who have concerns or questions about the possibility of a conflict of interest must call TTAC to discuss their concerns prior to accepting an assignment.
3. If, during the course of conducting an assignment, a consultant discovers information indicating that an agency or one or more members of its staff are engaging in questionable legal or ethical practices, the consultant must immediately contact TTAC to discuss appropriate responses.

Consultant Liability

Recommendations made to a requesting organization by TTAC-assigned consultants are strictly advisory. Requesting organizations are free to accept, reject, or ignore any or all advice, suggestions, or recommendations made by consultants. Consultants must ensure that the requesting organization's decisionmakers fully understand that any action undertaken in response to consultants' recommendations is their responsibility alone; the consultants and TTAC do not share this responsibility.

Termination of the Consultant Agreement

Individuals who serve as independent consultants for TTAC are not considered employees of TTAC (or its contracting agency) or OVC. Rather, they are "contract providers" who function under the auspices of the Federal Government and TTAC for specific tasks as assigned and accepted. Consultants are not considered representatives of TTAC or OVC. Regardless, consultants are expected to govern themselves in a manner that is consistent with DOJ Standard of Conduct regulations while on assignment.

Consultants are not considered representatives of TTAC or of OVC and may not present themselves as such.

All direction for planning and logistics related to training, technical assistance, or speaking assignments comes from TTAC, and consultants are accountable for adhering to the terms set forth in the Consultant Agreement and subsequent Tasking Letters that govern specific assignments.

The contractual agreement between the consultant and TTAC (through its contracting agency) can be terminated at any time by either party. There may be a number of reasons that a consultant no longer wishes to serve as an OVC TTAC consultant, including time or scheduling constraints, changing interest areas, or

financial considerations. There also may be a number of reasons that OVC TTAC no longer uses an individual as a consultant, including the following:

- Consultant unavailability.
- Fee requirements.
- Unprofessional behavior that reflects negatively on TTAC or OVC.
- Unethical or illegal actions.

When a consultant wishes to terminate his or her contractual relationship with TTAC (through its contracting agency), it is expected that, except in emergency situations, the termination will be effective following the satisfactory completion of any currently active tasks and will be done in a manner that ensures effective transitions to minimize negative impact on the operations of TTAC and on the technical assistance requesters.

When OVC TTAC wishes to discontinue a contractual relationship with an enrolled consultant, the circumstances in question will be reviewed by the TTAC director, OVC project monitor, and the OJP contract monitor. If the termination decision is upheld, the consultant will be informed by the TTAC director of the decision and the reasons leading to it. Termination under negative circumstances may be permanent or time-limited with an option for review and possible reinstatement.

CHAPTER 4

Requesting Organization's Responsibilities

The organization requesting the technical assistance is ultimately responsible for providing a clear, well-thought-out request that reflects the organization's needs. TTAC staff can assist the organization in refining its request. The organization must also identify a single point of contact who will work with the consultant to develop the Site Plan and provide onsite support during the consultation. A Speakers Bureau, Training, and Technical Assistance TTAC Request form is included in the appendix.

This support will include confirmation that the necessary resources and information are available to the consultant and that the organization has made all necessary logistical arrangements for the consultant including recommendations for lodging **within the Federal per diem rate.**

Additionally, the requesting organization is responsible for completing all of the required evaluation documentation and forms and returning them to TTAC.

TTAC staff can assist the organization in refining its request.

CHAPTER 3

TTAC's Responsibilities

A major responsibility of TTAC in assigning consultants to provide services is to ensure that the consultant selected for the assignment has the required skills, support, and resources necessary to meet the requesting organization's needs. In addition, TTAC is responsible for ensuring the following:

1. The request for assistance is thoroughly evaluated to determine the appropriateness and fidelity to OVC's mission and goals.
2. The consultant's profile in the Consultant Database is current, especially in the areas of consultant fee, skills, expertise, and assignment history.
3. The consultant receives all pertinent information regarding the organization and the request before initiating contact with the organization.
4. The consultant has agreed to, in writing, the scope and limits of the proposed assignment and has submitted an assistance plan for approval **prior** to going onsite.
5. Assistance is provided to consultants regarding travel and other logistics. **(Lodging is usually arranged by the consultant with the requesting organization.)** Current approved Federal per diem rates are posted on the Internet at *policyworks.gov*.
6. Consultants are paid within approximately 30 days of submission of a complete and acceptable Technical Assistance, Training, or Speaker's Report; appropriate evaluations; Timesheet and signed Consultant Invoice; and proper reimbursement documentation.

CHAPTER 3

OVC's Responsibilities

In addition to ensuring that all TTAC activities remain within the scope of OVC's mission and legislation, OVC's primary responsibility involves reviewing and approving TTAC's proposed response (in the form of a workplan) to technical assistance, training, and speaking requests and the consultant's Site Plan for the delivery of assistance. OVC also reviews TTAC's evaluation report following the activity. OVC's review of the workplan and plan for delivery of assistance ensures the following:

1. The problem or need is clearly defined and appropriate to OVC's mission.
2. Expected outcomes/objectives are clearly defined.
3. The proposed approach is appropriate and reasonable.
4. Recommended consultants are appropriate.
5. Existing resources have been tapped to address the problem or possible resources that can help address the problem have been contacted.
6. Cost estimates are realistic.

OVC's review of the final report focuses on the following key items:

1. Effectiveness of the technical assistance, training, or speaking support in addressing the desired outcomes or objectives of the requester.
2. Recommendations for future followup.
3. Evaluation of the consultant's effectiveness.
4. Actual costs compared with estimated costs.

CHAPTER 7

Frequently Asked Questions

The objective of this handbook is to assist consultants in providing speaking, technical assistance, and training support for OVC. If questions remain after reading this document, this list of frequently asked questions is provided for further assistance. These questions were the most frequently asked of TTAC staff as the program was being conceptualized and established.

Q: If someone is interested in applying for training and technical assistance through TTAC, whom should they contact?

A: All requests for assistance should be made directly to TTAC staff by completing a technical assistance application. Applications are available on OVC's Web site at *www.ojp.usdoj.gov/ovc/* or by calling OVCRC at 1–800–627–6872. Completed applications can be faxed to 301–519–5533 or mailed to 2277 Research Boulevard, Mail Stop 7F, Rockville, MD 20850.

Q: What is OVC's goal for TTAC?

A: OVC's goal for TTAC is to make comprehensive, quality technical assistance and training resources available to victim service providers and allied professionals to increase the Nation's capability to provide skilled, capable, victim-sensitive assistance to crime victims.

Q: I am, or have been, an OVC discretionary grantee, and I have developed a training curriculum under an OVC grant. If my training curriculum is requested through TTAC, will I be asked to deliver the training?

A: The discretionary grantee who developed a specific curriculum being requested will be given the first option to deliver the requested training. If the discretionary grantee is unavailable, TTAC will ask the discretionary grantee to recommend trainers.

Q: After I turn in copies of my training outline handouts and/or presentation materials to TTAC with my final report, how will those materials be used?

A: Those training materials become part of a training and technical assistance "history" file and serve as "portfolio" information about an individual's training capabilities. A training consultant's materials are not disseminated by TTAC to other consultants.

Q: Why is OVC support for speaker requests limited to $2,500 per event?

A: OVC wants TTAC funds to have the highest cost-benefit return possible. Workshops at conferences are not as likely to provide as strong and as measurable long-term results as training and technical assistance support.

Q: What is the Victim Services Resource Network (VSRN)?

A: VSRN is a network of organizations that has a strong role and a long history in the victims' movement, generally from a national perspective, that may be called upon because of its access to and contact with practitioners in the field.

Q: How is the quality of consultants determined and monitored?

A: The quality of consultants is determined and monitored in several ways:

1. Consultants are required to submit the names of three references with their Consultant Enrollment Package. Individuals serving as references should be able to attest to the consultant's substantive knowledge and training skills.
2. Consultants are asked to submit Site Plans including objectives and approaches **prior** to a specific technical assistance assignment.
3. Consultants are evaluated by requesters, by training participants, and by OVC and TTAC staff. Evaluation information becomes a permanent part of a consultant's file.
4. When possible, consultants are observed delivering training by OVC and TTAC staff to ensure the quality of the training.

Q: What is required to become a TTAC consultant?

A: An individual interested in serving as a consultant with TTAC is required to complete and submit a Consultant Enrollment Package, which includes a curriculum vitae/résumé, biography, and the names of three references. If the applicant requests a fee higher than OVC's standard of $250 per day, additional documentation is required to be submitted with the Consultant Enrollment Package.

Q: Why do you ask for a home address in the Consultant Enrollment Package?

A: Many consultants work from their home offices. In addition, occasions may arise when materials must be sent on a weekend or holiday.

Q: Is the information I provide in the Consultant Enrollment Package confidential?

A: Yes. The information provided in the Consultant Enrollment Package is available only to TTAC staff, OVC staff, and the Office of Justice Programs, U.S. Department of Justice Contracts Office.

Additionally, each consultant can decide if he or she would like TTAC to release limited information to outside organizations looking for speakers. Consultants can elect not to have their information released by marking the appropriate box in the Consultant Enrollment Package. The only information that is released is name, business contact information, and information about subject matter expertise. Consultants should be aware that requesters are provided with the names of several consultants from which they select the one they believe

most appropriately would meet their needs. Absence of information about a consultant's experience and training may have a negative impact on that selection.

Q: What do the codes in the upper left-hand corner of the Consultant Agreement mean?

A: These codes indicate each consultant's type of business. The information is required of all Federal contractors and is derived from the A/P Vendor Classification Form that is completed when a consultant enrolls in TTAC. (A copy of the form is included in the appendix.)

Q: How are TTAC consultant rates determined?

A: TTAC has two types of daily consultant fees—a fixed fee and an individual fee. Some types of services have a fixed fee such as peer review. Consultants providing services that have no fixed fee are paid the standard OVC fee of $250 per day. If they have provided additional information documenting justification of a higher fee, consultants may receive OVC's maximum fee of up to $450 per day.

Q: What is a loaded consultant rate and when is it applied?

A: A loaded consultant rate includes a person's salary as well as his or her organization's overhead, fringe benefits, general administration (G&A), and, in some cases, a fee. A loaded rate can be determined for individuals who would like their consultant fees paid to their organizations instead of to themselves. Generally, loaded rates are calculated when TTAC negotiates a **subcontract with the organization,** rather than an individual Consultant Agreement. You may contact TTAC for more information if you are interested in establishing a subcontract for your organization.

Q: How do I apply for a loaded consultant rate?

A: Contact TTAC and ask the project coordinator for information about establishing a subcontract with your organization.

Q: How often is the consultant rate adjusted?

A: Consultant files are reviewed annually, on or about the anniversary of the consultant's approval by TTAC.

Q: Will TTAC supply my name to people looking for speakers for their conferences?

A: Generally, TTAC prefers to be more integrally involved in requests, beyond simply providing names. Names may be shared when appropriate, unless the consultant indicated in the Consultant Enrollment Package that he or she does not authorize release of basic, limited information.

Q: What support (such as skills building) does TTAC provide to its consultants?

A: TTAC asks its consultants what support they would like to receive from TTAC. This information is assessed in determining consultant support and training in future years.

Q: How are consultants selected for technical assistance assignments?

A: Information provided in the Consultant Enrollment Package is entered into the Consultant Database. TTAC staff search for a minimum of three appropriate recommendations for each technical assistance request. These recommendations are approved by OVC and supplied to the requester who determines which consultant will meet his or her needs most effectively. Requesters may make a determination based solely on information provided by TTAC or may choose to contact each potential consultant directly.

Q: Will I be asked to provide training, technical assistance, or speaking support with someone I don't know?

A: Yes, if TTAC feels that recommending a new team of trainers will best meet the requester's needs.

Q: If I turn down an assignment, will I be asked again?

A: Yes.

Q: What preparation is expected of TTAC consultants prior to an assignment?

A: Consultants are expected to develop a Site Plan that addresses the consultant's proposed method for achieving the requester's outcome (learning objectives). This information is used by the requester and TTAC to ensure that the consultant's activities will meet the requester's desired outcomes. In addition, consultants must understand and agree to the scope and limits of each assignment.

Q: If I am asked to make a 1½-hour speech at a conference, will I receive at least 1 full day's consultant fee?

A: Yes.

Q: Will I be reimbursed for preparation, travel, and onsite and wrap-up time?

A: Yes. Preparation time including development of the delivery plan and materials, time traveling to and from the consulting assignment, actual time delivering training or technical assistance (minimum of 8 hours), and postassignment time necessary for completing reports, evaluations, and expense or reimbursement forms will be reimbursed. The exact number of hours for which a consultant will be paid is specified in the Tasking Letter.

Each time a consulting assignment is made, a Tasking Letter is issued to the consultant. That letter contains a set number of days based upon TTAC's assessment of how much time is needed to complete an individual assignment. The consultant has the responsibility to contact TTAC before hours are expended if the time indicated in the Tasking Letter seems insufficient.

Q: What if my lodging rate is above per diem?

A: Generally, lodging that exceeds per diem is not reimbursed. For those cases when lodging rates above per diem are required, consultants must contact TTAC staff at least 2 weeks in advance of the service delivery.

Q: How quickly can I expect expense and fee reimbursement after I submit my paperwork?

A: Generally, invoices are processed within approximately 30 days following the receipt of the consultant's final report of activities, **correctly completed** and **signed** Consultant Invoice and expense report, and all other required documentation. **Reimbursement takes longer if the forms have not been completed correctly or if information is missing.**

Q: What happens if an error is found in my consultant and expense reimbursement paperwork?

A: Small errors are corrected by TTAC, and a reimbursement check is issued to the consultant with an explanation of the change in reimbursement amount. A copy of the corrected expense report or reimbursement form is sent with the check and letter of explanation.

Paperwork with more significant errors (those that cannot be corrected by TTAC staff) is returned to the consultant for correction.

PART II

CHAPTER 3

Speaker's Responsibilities

The Speaking Process

All OVC TTAC consultants have the same responsibility when they accept and implement a TTAC assignment. The way in which those requirements are defined varies depending on the nature of the request. This chapter presents the requirements and responsibilities specific to speaking assignments. The areas discussed include the following:

- Accepting the task and making initial contact.
- Developing the Site Plan.
- Implementing the Site Plan.
- Modifying the Site Plan.
- Concluding the onsite assignment.
- Completing the Speaker's Report.
- Submitting required documentation to TTAC.

In addition, a final section in this chapter discusses general issues related to speaking assignments. The Speaker's Site Plan Outline and Speaker's Report Outline are included at the end of the chapter.

Whenever possible, TTAC staff provide the requesting organization with the names of three consultants with the required skills and knowledge, from which the organization selects one to implement its request.

Accepting the Task and Making Initial Contact

Whenever possible, TTAC staff provide the requesting organization with the names of three consultants with the required skills and knowledge, from which the organization selects one to implement its request. TTAC may provide the requesting organization some background information about each recommended consultant to facilitate its decisionmaking process. Once a speaker is selected, TTAC issues him or her a Tasking Letter that contains a statement of work describing the scope and limits of the task.

The first step, following receipt of the Tasking Letter, is for the speaker to contact the requesting organization to discuss the task, ensure that all parties share the same expectations regarding the goals and desired outcomes from the activity, and confirm dates, times, places, and other logistical issues. This initial contact provides information essential for the development of the Site Plan.

Developing the Site Plan

The Site Plan for a speaking engagement provides a structure to guide the consultant as he or she outlines a response to the organization's request. The plan's purpose is to indicate the expected outcomes, tasks to be completed, required timeframes, and the roles and responsibilities of all who will be involved in the activity. The plan should be developed with input from the recipient organization and should incorporate the consultant's insights and experiences. Generally, the Site Plan includes the following information:

1. Recipient organization identification including name, location, phone number, and the date the Site Plan was developed.
2. Background of recipient organization including basic information about the organization's victim-related activities, which can be gleaned from the request the consultant receives from TTAC with the Tasking Letter. Additional information received during the consultant's initial contact with the organization should also be included.
3. Nature of the request including a detailed description of the requester's reported needs.
4. A detailed description of the consultant's proposed response to the organization's request for assistance with special emphasis on the expected outcomes, objectives, timeframes, and other issues.

OVC support for speakers is limited to a maximum of $2,500 for all fees and expenses.

The Site Plan should be formulated with the knowledge that OVC support for speakers is limited to a maximum of $2,500 for all fees and expenses, including travel, lodging, and per diem.

TTAC provides an outline for a Speaker's Site Plan to assist the consultant in the development and formatting of the plan. **This plan must be submitted to and approved by TTAC prior to the consultant going onsite.**

Following TTAC approval, the consultant may wish to make direct contact again with the requester to ensure agreement.

Implementing the Site Plan

Once onsite, the speaker should meet with the organization's identified contact person to review the previously developed Site Plan to confirm the following:

1. The consultant's and the organization's responsibilities are clearly stated and understood.
2. The scope of the assignment as identified in the Site Plan is clear to the organization and its management.
3. Expectations regarding the outcomes of the speaking engagement are clearly understood by all parties, and any changes since the Site Plan was prepared and reviewed have been taken into consideration.
4. Onsite logistical support to be provided to the consultant is clearly identified.

During the review of the Site Plan, the consultant is encouraged to become acquainted with the organization's staff who will have a direct role in the activity.

Modifying the Site Plan

Some minor modifications may be indicated after reviewing the Site Plan. Generally, such modifications can be made by the consultant without approval from TTAC.

While conducting a TTAC assignment, consultants are expected to confine the **scope** of their efforts to the activities set forth in the Tasking Letter and the Site Plan. If, after services are under way, the consultant finds that the problem or need was inadequately defined, he or she should contact the appropriate TTAC project coordinator and discuss the change in scope thought to be necessary. TTAC will determine whether to modify the scope or terminate the speaking assignment.

To determine the difference between a major change in scope and a modification, the following definitions should be noted:

- **Change in Scope:** A change in scope represents a fundamental shift in the focal point and content of the assistance. Any substantial content change or change in the implementation or scheduling of the activity that **increases** the number of days the consultant is assigned to the activity, the amount of travel required, the materials produced, or the resources to be accessed must be approved by OVC and TTAC staff. In addition, any modification that incurs additional cost also must be approved by OVC and TTAC staff.
- **Modifications:** Any change in the implementation or scheduling of the activity that modifies how the activity will be done but **does not alter the focal point of the activity or increase** the number of days needed to complete the task, the amount of travel required, the production of materials, or resources to be accessed does not need to be approved by OVC or TTAC staff.

TTAC understands that certain modifications in the implementation of services may be necessary to meet the recipient organization's needs **but cautions consultants not to agree to changes that will incur costs not authorized in the Tasking Letter, without first receiving approval from TTAC.** Invoices for unauthorized expenditures will **not** be accepted.

Concluding the Onsite Assignment

At the initial onsite meeting, it is helpful for the speaker to arrange an exit meeting with the requester. The meeting provides the participants the opportunity to question, critique, or discuss the consultant's efforts before the results are committed to writing. This meeting also can serve as a forum for the consultant to present any observations that are beyond the scope of the assignment. The consultant should be prepared to answer questions about Federal, State, and private resources that may be available to help the organization. Consultants are not permitted to offer themselves or their affiliated organizations for any followup activities or to give the organization the impression that further assistance through TTAC is possible or likely. Any questions regarding additional assistance or followup should be referred directly to the appropriate TTAC project coordinator.

Consultants are not permitted to offer themselves or their affiliated organizations for any followup activities or to give the organization the impression that further assistance through TTAC is possible or likely.

Completing the Speaker's Report

The final Speaker's Report verifies the implementation and completion of the speaking activity and must be submitted to TTAC for payment. This report must be complete and accurately describe the services that were provided and the results that were achieved. Generally, the Speaker's Report includes the following:

1. **Date of report.**
2. **Date(s) of speaking activity.**
3. **Recipient organization identification information.** This includes the name of the speaker's contact person and the organization's address and phone number.
4. **Description of request for assistance.** This information can be taken directly from the Site Plan and should include any modifications made to the original plan.
5. **Results of the speaking activity.** This section should detail the issues and problems addressed, specific outcomes and changes that were achieved, outcomes that can be measured over time, and any materials that were revised or developed.
6. **Recommendations for followup.** The consultant must specify any recommendations that were made to the organization.
7. **Appendixes.** The consultant must attach any materials developed for or derived from the speaking activity.

An outline is provided at the end of this chapter to guide the development of the Speaker's Report. This report should be submitted to TTAC for approval **within 10 working days** following the completion of an assignment along with the Consultant Invoice for payment and reimbursement documentation.

Submitting Required Documentation to TTAC

Following a speaking assignment, the speaker must complete and submit the following documentation:

- Speaker's Report (discussed above).
- Consultant Evaluation of TTAC.
- Consultant Invoice and Timesheet.
- Expense Report/OVC TTAC Reimbursement Form.

Consultant Evaluation of TTAC:

Each consultant will be asked to complete an evaluation of TTAC's logistical support and give input regarding how TTAC can provide better support to consultants. TTAC provides the evaluation form, which must be returned with invoices and expense forms.

Consultant Invoice and Timesheet:

Invoices and timesheets are due 10 working days after the activity. Activity files are kept open no longer than 90 days following the completion of the activity. No payments are made following the closure of the file. The list below provides helpful instructions for preparing a Consultant Invoice and completing a Timesheet:

1. Follow all directions on the Consultant Invoice and Timesheet. Be sure to sign and date the invoice. All appropriate portions of the Consultant Invoice and Timesheet must be completed. **TTAC staff will not process incomplete forms.**
2. **Mail the original invoice to TTAC; photocopies will not be accepted.**
3. Do **not** submit an invoice before the speaking engagement is complete, e.g., do **not** return the Consultant Invoice with the signed Tasking Letter. The invoice must reflect **actual** expended hours, not expected hours.
4. Send all materials developed for the speaking activity, the Tasking Letter, and the evaluation form to TTAC. This information must be received by TTAC before an invoice can be processed.

The Consultant Invoice form is processed for payment within approximately 30 working days, provided all required materials have been submitted, i.e., signed consultant Tasking Letter, Site Plan, Speaker's Report, Consultant Evaluation of TTAC, Consultant Invoice form, and any other documents specified by the Tasking Letter.

Expense Report/OVC TTAC Reimbursement Form:
Reimbursement forms are due 10 working days after the activity. Activity files are kept open no longer than 90 days following the completion of the activity. No payments are made following the closure of the file. The list below provides helpful instructions for preparing Expense Reports:

1. Sign and date the reimbursement form.
2. Mail the reimbursement form with **original** signature and **originals** of all required receipts to TTAC; **photocopies will not be accepted.**
3. The stated Federal per diem rate for hotels applies. Any additional charges such as telephone service will not be reimbursed. Hotel parking with receipt is reimbursed under the line item for parking. If an additional person shares the room, the consultant is responsible for the additional cost.
4. Federal per diem rate for daily meals applies. Incidental expenses include tips, transportation for meals and entertainment, and phone calls necessary to reserve and confirm hotel reservations.
5. If original receipts are lost, send TTAC a signed statement specifying which receipts are missing.

Exhibit 8–1 illustrates the TTAC speaker reimbursement process.

General Issues

The following sections provide important additional information for consultants fulfilling a speaking request.

Requester Evaluation of Speaker

TTAC asks requesting organizations to complete and return an evaluation form assessing the consultant's performance and contribution. TTAC staff also follow up with the requesting organization to determine how fully the speaker met the expected outcomes

of the assistance. This followup is based on the expected outcomes specified in the Site Plan. In addition, requesting organizations are asked to provide a Participant Evaluation form to be completed by attendees following each presentation. Completed evaluation forms are sent to TTAC with the consultant evaluation.

TTAC Evaluation of Speaker

TTAC staff complete an evaluation of the consultant regarding his or her responsiveness and thoroughness in delivering services to the requesting organization. This evaluation is included in the consultant's file.

Consultant Fees

Consultant rates are determined before a task is assigned. The standard OVC consultant fee is $250 per day plus expenses. Exceptions to this standard fee are established flat rates for peer review of documents, set at $250 per day, and peer review of grants, set at $350 per day. Any speaker who requests a fee higher than $250 per day must submit additional documentation for OVC approval.

Consultants who wish to have payments for services issued to their employing agency can establish a loaded rate that takes into account their annual income, overhead, fringe benefits, general administration, and fee, if appropriate. **This arrangement requires that a subcontract be established with the affiliated organization, and the subcontract must be fully executed before payment can be made.**

The consultant should speak with TTAC staff before responding to the media. Any information given to the media by a consultant must first be approved by the TTAC project coordinator.

Media Relations

A consultant should anticipate media inquiries into the activities he or she is performing for an organization and should discuss his or her potential role in responding to questions or requests from the media with TTAC and the requesting organization's contact person at the beginning of or during onsite visits. Although media relations are the recipient organization's responsibility, the consultant may be requested to speak to the media. The consultant and the organization's contact person should reach a clear understanding about which subjects the consultant may discuss. In addition, the consultant should speak with TTAC staff before responding to the media. Any information given to the media by a consultant must first be approved by the TTAC project coordinator. Once approval to speak to the media has been given, consultants should

1. Clearly identify themselves, their relationship to the requesting organization, and the roles of OVC and TTAC in the project.
2. Limit comments to the original scope of the assignment.
3. Present only facts, not opinions or conjectures.
4. Place comments and observations in proper perspective (e.g., "These are my impressions based upon a 2-day visit.").

Exhibit 8–1
TTAC Speaker Reimbursement Process

	After providing onsite speaker support, the consultant
Consultant Fee	Completes and submits to TTAC the signed Consultant Invoice and Timesheet, which are due 10 working days after activity. Attaches any required materials (refer to Tasking Letter).
Travel and Per Diem	Completes and submits Expense Report/OVC TTAC Reimbursement Form, which are due 10 working days after activity. Attaches original receipts (or signed statement if original receipts are lost). ■ TA coordinator receives and reviews invoice and expense reports for proper signatures, Social Security numbers, and receipts. ■ TA coordinator notifies consultant of missing expense information or reports. Forms that are not properly signed, are missing receipts, or are not accompanied by a Speaker's Report and a Consultant Evaluation of TTAC form will not be submitted for payment until those items are received. ■ Forms are submitted to the Accounts Payable Department to be processed for payment. ■ TTAC Accounts Payable Department processes and mails check to consultant. Payment to consultant is made within approximately 30 days of receipt of complete and accurate forms and reports.

TTAC Speaker's Site Plan Outline

This outline is provided to structure the format and content of the Speaker's Site Plan. It is to be used only as a **guide** for the consultant's discussion with the requester and the preparation of the plan.

I. Consultant Information

- Name.
- Address.
- City/State/ZIP.
- Telephone.
- Fax.
- E-mail address.
- Date outline prepared.
- Date(s) of presentation.
- Date Speaker's Report is due to TTAC.

II. Background of Requesting Organization

- Name and title of contact person and other key players.
- Name, address, and phone number of agency, organization, or program.
- Name and theme of conference or meeting.
- Professional background and estimated size of audience.

III. Description of Speaking Support Request

Provide a description of the speaking request and the **requester's** objectives for the workshop/seminar.

IV. Proposed Site Plan for Responding to the Speaking Request

- Abstract of presentation(s).
- Three objectives to be addressed in the presentation(s).
- Anticipated outcomes.

TTAC Speaker's Report Outline

This outline is provided to structure the format and content of the consultant's Speaker's Report. It is to be used as a **guide** to help you describe your activities under this task.

I. Consultant Information

- Name.
- Address.
- City/State/ZIP.
- Telephone.
- Fax.
- E-mail address.
- Date of report.

II. Training Information

- Presentation title.
- Conference/meeting title (if applicable).
- Date(s).
- Location.
- Number of participants.

III. Assessment of Speaking Support

- Briefly describe your role in the presentation (e.g., lead speaker, part of a panel, facilitator).
- List three new skills the participants acquired.
- List three areas of knowledge presented to the participants.
- List changes you would make to this presentation in the future.

IV. Training Materials

Attach a copy of all materials used for training, including manuals, handouts, and presentations.

Please add any other information you feel is needed to adequately describe this visit. Disregard any items that are not relevant to your visit. This report will be used to evaluate the efficacy of the speaking assignment and the need for future assistance.

Should you have any questions about completing this report, please call your project coordinator at TTAC. Return the completed report to

Project Coordinator
OVC TTAC
2277 Research Boulevard, Mail Stop 7F
Rockville, MD 20850

CHAPTER

Trainer's Responsibilities

The Training Process

All OVC TTAC consultants have the same responsibility when they accept and implement a TTAC assignment. The way in which those requirements are defined varies depending on the nature of the request. This chapter presents the requirements and responsibilities specific to trainers. The areas discussed include the following:

- Accepting the task and making initial contact.
- Developing the Site Plan.
- Implementing the Site Plan.
- Modifying the Site Plan.
- Concluding the onsite assignment.
- Completing the Training Report.
- Developing materials in conjunction with the training assignments.
- Submitting required documentation to TTAC.

In addition, a final section in this chapter discusses other general issues related to training assignments. The Trainer's Site Plan Outline and Training Report Outline are included at the end of the chapter.

Accepting the Task and Making Initial Contact

Whenever possible, TTAC staff provide the requesting organization with the names of three consultants with the required skills and knowledge from which the organization selects one to implement its request. TTAC may provide the requesting organization with some background information about each recommended consultant to facilitate the decisionmaking process. Once a trainer is identified, TTAC issues him or her a Tasking Letter that contains a statement of work describing the scope and limits of the task.

The first step, following receipt of the Tasking Letter, is for the trainer to contact the requesting organization to discuss the task, ensure that all parties share the same expectations regarding the goals and desired outcomes from the activity, and confirm dates, times, places, and other logistical issues. This initial contact provides information essential for the development of the Site Plan.

Developing the Site Plan

The Site Plan for a training assignment provides a structure to guide the consultant as he or she outlines a response to the organization's request. The plan's purpose is to

indicate the expected outcomes, the tasks to be completed, required timeframes, and the roles and responsibilities of all who will be involved in the activity. The plan should be developed with input from the recipient organization and should incorporate the consultant's insights and experiences. Generally, the Site Plan includes the following information:

1. Recipient organization identification including name, location, and phone number and the date the Site Plan was developed.
2. Background of recipient organization including basic information about the organization's victim-related activities, which can be gleaned from the request the consultant receives from TTAC with the Tasking Letter. Additional information received during the consultant's initial contact with the organization should also be included.
3. Nature of the request including a detailed description of the requester's reported needs.
4. A detailed description of the consultant's proposed response to the organization's request for training with special emphasis on the expected outcomes, objectives, timeframes, and other issues. The training plan should include learning objectives, handouts or overheads, and resource material. These materials must be submitted with the consultant's final report.

TTAC provides an outline for the training Site Plan to assist the consultant in the development and formatting of the plan. **This plan must be submitted to and approved by TTAC prior to the consultant going onsite.**

Following TTAC approval, the consultant may wish to make direct contact again with the requester to ensure agreement.

Implementing the Site Plan

Once onsite, the trainer should meet with the organization's identified contact person to review the previously developed Site Plan to ensure the following:

1. The consultant's and the organization's responsibilities for implementing the training are clearly stated and understood.
2. The scope of the assignment as identified in the Site Plan is clear to the organization and its management.
3. Expectations regarding the outcomes of the training are clearly understood by all parties, and any changes since the Site Plan was prepared have been taken into consideration.
4. The schedule for the onsite implementation of the training is in accordance with the needs of the organization.
5. Onsite logistical support to be provided to the consultant is clearly identified.
6. Key staff fully understand how the Training Report will be developed regarding content and format.

During the review of the Site Plan, the consultant is encouraged to become acquainted with the organization's staff who will have a direct role in the training activity.

Modifying the Site Plan

Some minor modifications may be indicated after reviewing the Site Plan. Generally, such modifications can be made by the consultant without approval from TTAC.

While conducting a TTAC assignment, consultants are expected to confine the **scope** of their efforts to the activities set forth in the Tasking Letter and the Site Plan. If, after services are under way, the consultant finds that the problem or need was inadequately defined, he or she should contact the appropriate TTAC project coordinator and discuss the change in scope thought to be necessary. TTAC will determine whether to modify the scope or terminate the training activity.

To determine the difference between a major change in scope and a modification, the following definitions should be noted:

- **Change in Scope:** A change in scope represents a fundamental shift in the focal point and content of the assistance. Any substantial content change or change in the implementation or scheduling of the activity that **increases** the number of days the consultant is assigned to the activity, the amount of travel required, the materials produced, or the resources to be accessed must be approved by OVC and TTAC staff. In addition, any modification that incurs additional cost also must be approved by OVC and TTAC staff prior to implementation.
- **Modifications:** Any change in the implementation or scheduling of the activity that modifies how the activity will be done but **does not alter the focal point of the activity or increase** the number of days needed to complete the task, the amount of travel required, the production of materials, or resources to be accessed does not need to be approved by OVC or TTAC staff.

TTAC understands that certain modifications in the implementation of services may be necessary to meet the recipient organization's needs **but cautions consultants not to agree to changes that will incur costs not authorized in the Tasking Letter, without first receiving approval from TTAC.** Invoices for unauthorized expenditures will **not** be accepted.

Concluding the Onsite Assignment

At the initial onsite meeting, the consultant and organization staff should schedule an exit meeting that will permit the consultant to report on findings and to present tentative recommendations to appropriate officials. The meeting provides the participants the opportunity to question, critique, or discuss the consultant's efforts before the results are committed to writing. This meeting also can serve as a forum for the consultant to present any observations that are beyond the scope of the assignment. The consultant should be prepared to answer questions about Federal, State, and private resources that may be available to help the organization. **Consultants are not permitted to offer themselves or their affiliated organizations for any followup activities or to give the organization the impression that further assistance through TTAC is possible or likely.** Any questions regarding additional assistance or followup should be referred directly to the appropriate TTAC project coordinator.

Completing the Training Report

The final Training Report verifies the implementation and completion of the training and must be submitted to TTAC for payment. This report must be complete and accurately describe the technical assistance that was provided and the results that were achieved. Generally, the Training Report includes the following:

1. **Date of report.**
2. **Date(s) of training.**
3. **Recipient organization identification information.** This includes the name of the consultant's contact person and the organization's address and phone number.
4. **Description of request for assistance.** This information can be taken directly from the Site Plan and should include any modifications made to the original plan.
5. **Results of the training.** This section should detail the issues and problems addressed, specific outcomes and changes that were achieved, outcomes that can be measured over time, and any materials that were revised or developed.
6. **Recommendations for followup.** The consultant must specify any recommendations that were made to the organization regarding actions to be taken by the organization following the training.
7. **Appendixes.** The consultant must attach any materials developed for or derived from the training.

An outline is provided at the end of this chapter to guide the development of the Training Report. This report should be submitted to TTAC for approval within **10 working days** following the completion of an assignment along with the Consultant Invoice for payment and reimbursement documentation. After review, TTAC forwards a copy of the final Training Report to the requesting organization.

Developing Materials in Conjunction With the Training Assignment

All materials, such as training manuals, reports, presentations, survey forms, and evaluation instruments, developed for or derived from a training activity funded by OVC or TTAC are considered to have been developed with Federal funds and thus become available for public use. Consultants should consider the following items regarding the development of materials while on assignment:

1. Training curricula developed, produced, and published under an OVC grant for distribution by OVC are considered public domain, under Federal guidelines.
2. Materials modified by a consultant for a recipient organization as a part of a TTAC assignment are considered public domain, under Federal guidelines. The OVC and TTAC policy for obtaining modified materials from consultants is that those materials become part of TTAC's training and technical assistance "history" file and become part of the "portfolio" of information about an individual's training capabilities. These materials are not disseminated by TTAC to other consultants.
3. All materials developed by consultants must include an acknowledgment of the support provided by OVC and TTAC by the inclusion of the following statement:

"These materials have been developed by [Organization] with the support of the Office for Victims of Crime (OVC) through its OVC Training and Technical Assistance Center (TTAC). They do not necessarily reflect an official position of OVC."

4. Consultants must have approval of the author to use materials taken from other sources and must give proper credit to those sources in any documents the consultant develops.
5. Prior approval must be sought from TTAC and the recipient organization to disseminate material to anyone other than the organization for which it was developed.
6. Prior approval to sell materials developed from TTAC training assignments must be sought from OVC and TTAC.
7. Copies of all materials developed must be submitted to TTAC along with the appropriate report.

Submitting Required Documentation to TTAC

Following the training assignment, the consultant must complete and submit the following documentation:

- Training Report (discussed above).
- Consultant Evaluation of TTAC.
- Consultant Invoice and Timesheet.
- Expense Report/OVC TTAC Reimbursement Form.

Consultant Evaluation of TTAC:

Each consultant will be asked to complete an evaluation of TTAC's logistical support and to give input regarding how TTAC can provide better support to consultants. TTAC provides the evaluation form, which must be returned with invoices and expense forms.

Consultant Invoice and Timesheet:

Invoices and timesheets are due 10 working days after the activity. Activity files are kept open no longer than 90 days following the completion of the activity. No payments are made following the closure of the file. The list below provides helpful instructions for preparing a Consultant Invoice and completing a Timesheet:

1. Follow all directions on the Consultant Invoice and Timesheet. Be sure to sign and date the invoice. All appropriate portions of the Consultant Invoice and Timesheet must be completed. **TTAC staff will not process incomplete forms.**
2. **Mail the original invoice to TTAC; photocopies will not be accepted.**
3. Do **not** submit an invoice before performing the training assignment, e.g., do **not** return the Consultant Invoice with the signed Tasking Letter. The invoice must reflect **actual** expended hours, not expected hours.
4. Send all materials developed for the training activity, the Tasking Letter, and the evaluation form to TTAC. This information must be received by TTAC before an invoice can be processed.

The Consultant Invoice form will be processed for payment within approximately 30 working days, provided all required materials have been submitted, i.e., signed

consultant Tasking Letter, Site Plan, Training Report, Consultant Evaluation of TTAC, Consultant Invoice form, and any other documents specified by the Tasking Letter.

Expense Report/OVC TTAC Reimbursement Form:
Reimbursement forms are due 10 working days after the activity. Activity files are kept open no longer than 90 days following the completion of the activity. No payments are made following the closure of the file. The list below provides helpful instructions for preparing Expense Reports:

1. Sign and date the reimbursement form.
2. Mail the reimbursement form with **original** signature and **originals** of all required receipts to TTAC; **photocopies will not be accepted.**
3. The stated Federal per diem rate for hotels applies. Any additional charges such as telephone service will not be reimbursed. Hotel parking, with receipt, is reimbursed under the line item for parking. If an additional person shares the room, the consultant is responsible for the additional cost.
4. Federal per diem rate for daily meals applies. Incidental expenses include tips, transportation for meals and entertainment, and phone calls necessary to reserve and confirm hotel reservations.
5. If original receipts are lost, send TTAC a signed statement specifying which receipts are missing.

Exhibit 9–1 illustrates the TTAC trainer reimbursement process.

General Issues

The following sections provide important additional information for consultants providing training.

Requester Evaluation of Trainer

TTAC asks requesting organizations to complete and return an evaluation form assessing the consultant's performance and contribution. TTAC staff also follow up with the requesting organization to determine how fully the consultant met the expected outcomes of the assistance. This followup is based on the expected outcomes specified in the Site Plan. For each training, TTAC provides requesting organizations with a Participant Evaluation form to be completed by trainees following the training session. Completed evaluation forms are sent to TTAC with the consultant evaluation.

TTAC Evaluation of Trainer

TTAC staff complete an evaluation of the consultant regarding his or her responsiveness and thoroughness in delivering services to the requesting organization. This evaluation is included in the consultant's file.

TTAC Followup

A followup of training activities is conducted through either a phone call or a mailed questionnaire. The followup includes questions about the client's satisfaction with the

Exhibit 9–1
TTAC Trainer Reimbursement Process

	After providing onsite speaker support, the consultant
Consultant Fee	Completes and submits to TTAC the signed Consultant Invoice and Timesheet, which are due 10 working days after activity. Attaches any required materials (refer to Tasking Letter).
Travel and Per Diem	Completes and submits Expense Report/OVC TTAC Reimbursement Form, which are due 10 working days after activity. Attaches original receipts (or signed statement if original receipts are lost). ■ TA coordinator receives and reviews invoice and expense reports for proper signatures, Social Security numbers, and receipts. ■ TA coordinators notifies consultant of missing expense information or reports. Forms that are not properly signed, are missing receipts, or are not accompanied by a Speaker's Report and a Consultant Evaluation of TTAC form will not be submitted for payment until those items are received. ■ Forms are submitted to the Accounts Payable Department to be processed for payment. ■ TTAC Accounts Payable Department processes and mails check to consultant. Payment to consultant is made within approximately 30 days of receipt of complete and accurate forms and reports.

consultant's Training Report, which consultant recommendations have been implemented, problems or other developments that have hindered the client's ability to use the training, plans for the future, and additional needed assistance, if any.

Consultant Fees

Consultant rates are determined before a task is assigned. The standard OVC consultant fee is $250 per day plus expenses. Exceptions to this standard fee are established flat rates for peer review of documents, set at $250 per day, and peer review of grants, set at $350 per day. Any trainer who requests a fee higher than $250 per day must submit additional documentation for OVC approval. The OVC maximum fee is $450 per day.

Consultants who wish to have payments for services issued to their employing agency can establish a loaded rate that takes into account their annual income, overhead, fringe benefits, general administration, and fee, if appropriate. **This arrangement requires that a subcontract be established with the affiliated organization, and the subcontract must be fully executed before payment can be made.**

Media Relations

A consultant should anticipate possible media inquiries into the activities he or she is performing for an organization and should discuss his or her potential role in responding to questions or requests from the media with TTAC and the requesting organization's contact person at the beginning of or during onsite visits. Although media relations are the recipient organization's responsibility, the consultant may be requested to speak to the media. The consultant and the organization's contact person(s) should reach a clear understanding about which subjects the consultant may discuss. In addition, **the consultant should speak with TTAC staff before responding to the media. Any information given to the media by a consultant must first be approved by the TTAC project coordinator.** Once approval to speak to the media has been given, consultants should

1. Clearly identify themselves, their relationship to the requesting organization, and the roles of OVC and TTAC in the project.
2. Limit comments to the original scope of the assignment.
3. Present only facts, not opinions or conjectures.
4. Place comments and observations in proper perspective (e.g., "These are my impressions based upon a 2-day visit.").

TTAC Trainer's Site Plan Outline

This outline is provided to structure the format and content of the Trainer's Site Plan. It is to be used only as a **guide** for the consultant's discussion with the requester and the preparation of the plan.

I. Consultant Information

- Name.
- Address.
- City/State/ZIP.
- Telephone.
- Fax.
- E-mail address.
- Date outline prepared.
- Date(s) of training delivery.
- Date Training Report is due to TTAC.*

II. Background of Requesting Organization

- Name and title of contact person and other key players.
- Name, address, and phone number of agency, organization, or program.
- Target populations served.
- Types of services provided and activities undertaken.

III. Description of Training Request

Provide a detailed description of the training request and the **requester's** objectives for the training.

IV. Proposed Site Plan for the Training Request

If the consultant is implementing an existing OVC discretionary grant or other training curriculum, send the following:

- Training curriculum (including learning objectives).
- Updates to be made to the basic curriculum.
- Description of modifications to the curriculum based on the requester's objectives.
- Plan for exit meeting with requester to review training.

If the consultant is developing a new training curriculum, describe the following:

- Purpose, learning objectives, and expected outcomes of the training.
- Training agenda with one-sentence description of each section.
- Skill-building objectives.
- Training manuals/materials to be used.
- Plan for exit meeting with requester to review training.

**The Training Report is due 2 weeks after the onsite training assignment.*

TTAC Training Report Outline

This outline is provided to structure the format and content of the consultant's final Training Report. It is to be used as a **guide** to help you describe your activities under this task.

I. Consultant Information

- Name.
- Address.
- City/State/ZIP.
- Telephone.
- Fax.
- E-mail address.
- Date of report.

II. Training Information

- Training title.
- Date(s) and location.
- Number of participants.
- Professional background and/or makeup of audience.
- Training request and **requester's** objectives for the training.
- The challenges to or significant issues of the organization.
- Training goals for this agency or organization.

III. Assessment of Training

- Describe your role in the training workshop(s) (e.g., lead trainer, cotrainer, facilitator) and your area(s) of expertise and skills related to this training.
- Discuss your training techniques and any exercises used (e.g., breakout sessions, interactive workshop, role playing).
- Discuss which training objectives were met and recommend ways the requester can meet the objectives not met.
- Discuss possible short- and long-range impacts this training will have on the participants, the organization, participants' agencies, the community being served, etc.
- Recommend other assistance for this organization.
- List changes you would make to this training in the future.

IV. Training Materials

Attach a copy of all materials used for and collected during the training, including manuals, handouts, presentations, overheads, and evaluations.

Please add any other information you feel is needed to adequately describe this visit. Disregard any items that are not relevant to your visit. This report will be used to evaluate the efficacy of the training assignment and the need for future assistance.

Should you have any questions about completing your report, please call your project coordinator at TTAC. Return the completed report to

Project Coordinator/OVC TTAC
2277 Research Boulevard, Mail Stop 7F
Rockville, MD 20850

CHAPTER 10

Technical Assistance Provider's Responsibilities

The Technical Assistance Process

All OVC TTAC consultants have the same responsibility when they accept and implement a TTAC assignment. The way in which those requirements are defined varies depending on the nature of the request. This chapter presents the requirements and responsibilities specific to technical assistance providers. The areas discussed include the following:

- Accepting the task and making initial contact.
- Developing the Site Plan.
- Implementing the Site Plan.
- Modifying the Site Plan.
- Concluding the onsite assignment.
- Completing the Technical Assistance Report.
- Developing materials in conjunction with the technical assistance assignment.
- Submitting required documentation to TTAC.

In addition, a final section in this chapter discusses other general issues related to TA assignments. The Technical Assistance Site Plan Outline and Technical Assistance Report Outline are included at the end of this chapter.

Accepting the Task and Making Initial Contact

Whenever possible, TTAC staff provide the requesting organization with the names of three consultants with the required skills and knowledge from which the organization selects one to implement its request. TTAC may provide the requesting organization with some background information about each of the recommended consultants to facilitate the decisionmaking process. Once a technical assistance provider is identified, TTAC issues him or her a Tasking Letter that contains a statement of work describing the scope and limits of the task.

The first step, following receipt of the Tasking Letter, is for the TA provider to contact the requesting organization to discuss the task, ensure that all parties share the same expectations regarding the goals and desired outcomes from the activity, and confirm dates, times, places, and other logistical issues. This initial contact provides information essential for the development of the Site Plan.

Developing the Site Plan

The Site Plan for a technical assistance assignment provides a structure to guide the consultant as he or she outlines a response to the organization's request. The plan's purpose is to indicate the expected outcomes, tasks to be completed, required timeframes, and the roles and responsibilities of all who will be involved in the activity. The plan should be developed with input from the recipient organization and should incorporate the consultant's insights and experiences. Generally, the Site Plan includes the following information:

1. Recipient organization identification including name, location, and phone number and the date the Site Plan was developed.
2. Background of recipient organization including basic information about the organization's victim-related activities, which can be taken from the request the consultant receives from TTAC with the Tasking Letter. Additional information received during the consultant's initial contact with the organization should also be included.
3. Nature of the request including a detailed description of the requester's reported needs.
4. A detailed description of the consultant's proposed response to the organization's request for assistance with special emphasis on the expected outcomes, objectives, timeframes, and other issues.

The plan's purpose is to indicate the expected outcomes, tasks to be completed, required timeframes, and the roles and responsibilities of all who will be involved in the activity.

TTAC provides an outline for the technical assistance Site Plan to assist the consultant in the development and formatting of the plan. **This plan must be submitted to and approved by TTAC prior to the consultant going onsite.**

Following TTAC approval, the consultant may wish to make direct contact again with the requester to ensure agreement.

Implementing the Site Plan

Once onsite, the TA provider should meet with the organization's identified contact person to review the previously developed Site Plan to ensure the following:

1. The consultant's and the organization's responsibilities for implementing the technical assistance are clearly stated and understood.
2. The scope of the assignment as identified in the Site Plan is clear to the organization and its management.
3. Expectations regarding the outcomes of the technical assistance are clearly understood by all parties, and any changes since the Site Plan was prepared have been taken into consideration.
4. The schedule for onsite implementation of the technical assistance is in accordance with the needs of the organization.
5. Onsite logistical support to be provided to the consultant is clearly identified.
6. Key staff fully understand how the Technical Assistance Report will be developed regarding content and format.

During the review of the Site Plan, the consultant is encouraged to become acquainted with the organization's staff who will have a direct role in the technical assistance activity.

Modifying the Site Plan

Some minor modifications may be indicated after reviewing the Site Plan. Generally, such modifications can be made by the consultant without approval from TTAC.

While conducting a TTAC assignment, consultants are expected to confine the **scope** of their efforts to the activities set forth in the Tasking Letter and the Site Plan. If, after services are under way, the consultant finds that the problem or need was inadequately defined, he or she should contact the appropriate TTAC project coordinator and discuss the change in scope thought to be necessary. TTAC will determine whether to modify the scope or terminate the technical assistance activity.

To determine the difference between a major change in scope and a modification, the following definitions should be noted:

- **Change in Scope:** A change in scope represents a fundamental shift in the focal point and content of the assistance. Any substantial content change or change in the implementation or scheduling of the activity that **increases** the number of days the consultant is assigned to the activity, the amount of travel required, the materials produced, or the resources to be accessed must be approved by OVC and TTAC staff. In addition, any modification that incurs additional cost also must be approved by OVC and TTAC staff before implementation.
- **Modifications:** Any change in the implementation or scheduling of the activity that modifies how the activity will be done but **does not alter the focal point of the activity or increase** the number of days needed to complete the task, the amount of travel required, the production of materials, or resources to be accessed does not need to be approved by OVC or TTAC staff.

TTAC understands that certain modifications in the implementation of services may be necessary to meet the recipient organization's needs **but cautions consultants not to agree to changes that will incur costs not authorized in the Tasking Letter, without first receiving approval from TTAC.** Invoices for unauthorized expenditures will **not** be accepted.

Concluding the Onsite Assignment

At the initial onsite meeting, the consultant and organization staff should schedule an exit meeting that will permit the consultant to report on findings and to present tentative recommendations to appropriate officials. The meeting provides the participants the opportunity to question, critique, or discuss the consultant's efforts before the results are committed to writing. This meeting also can serve as a forum for the consultant to present any observations that are beyond the scope of the assignment. The consultant should be prepared to answer questions about Federal, State, and private

resources that may be available to help the organization. **Consultants are not permitted to offer themselves or their affiliated organizations for any followup activities or to give the organization the impression that further assistance through TTAC is possible or likely.** Any questions regarding additional assistance or followup should be referred directly to the appropriate TTAC project coordinator.

Completing the Technical Assistance Report

The final Technical Assistance Report verifies the implementation and completion of the technical assistance activity and must be submitted to TTAC for payment. This report must be complete and accurately describe the technical assistance that was provided and the results that were achieved. Generally, the Technical Assistance Report includes the following:

1. **Date of report.**
2. **Date(s) of technical assistance activity.**
3. **Recipient organization identification information.** This includes the name of the consultant's contact person and the organization's address and phone number.
4. **Description of request for assistance.** This information can be taken directly from the Site Plan and should include any modifications made to the original plan.
5. **Results of the technical assistance activity.** This section should detail the issues and problems addressed, specific outcomes and changes that were achieved, outcomes that can be measured over time, and any materials that were revised or developed.
6. **Recommendations for followup.** The consultant must specify any recommendations that have been made to the organization regarding actions to be taken by the organization following the technical assistance.
7. **Appendixes.** The consultant must attach any materials developed for or derived from the technical assistance.

An outline is provided at the end of this chapter to guide the development of the Technical Assistance Report. This report should be submitted to TTAC for approval **within 10 working days** following the completion of an assignment along with the Invoice for payment and reimbursement documentation. After review, TTAC forwards a copy of the final Technical Assistance Report to the requesting organization and to the designated OVC program specialist (VOCA Mentor Program).

Occasionally, a request may require a consultant to make intermittent site visits over the course of several months. If this occurs, intermittent Site Visit Reports will be required as determined by the TA coordinator. Consultants also may submit invoices and reimbursements after each intermittent site visit.

Developing Materials in Conjunction With the Technical Assistance Assignment

All materials, such as training manuals, software reports, presentations, survey forms, and evaluation instruments developed for or derived from a technical assistance activity

funded by OVC or TTAC are considered to have been developed with Federal funds and thus become available for public use. Consultants should consider the following items regarding the development of materials while on assignment:

1. Training and technical assistance curricula developed, produced, and published under an OVC grant for distribution by OVC are considered public domain, under Federal guidelines.
2. Materials modified by a consultant for a recipient organization as a part of a TTAC assignment are considered public domain, under Federal guidelines. OVC and TTAC policy for obtaining modified materials from consultants is that those materials become part of TTAC's training and technical assistance "history" file and become part of the "portfolio" of information about an individual's training capabilities. These materials are not disseminated by TTAC to other consultants.
3. All materials developed by consultants must include an acknowledgment of support provided by OVC and TTAC by the inclusion of the following statement: "These materials have been developed by [Organization] with the support of the Office for Victims of Crime (OVC) through its OVC Training and Technical Assistance Center (TTAC). They do not necessarily reflect an official position of OVC."
4. Consultants must have approval of the author to use materials taken from other sources and must give proper credit to those sources in any documents the consultant develops.
5. Prior approval must be sought from TTAC and the recipient organization to disseminate material to anyone other than the organization for which it was developed.
6. Prior approval to sell materials developed from TTAC technical assistance assignments must be sought from OVC and TTAC.
7. Copies of all materials developed must be submitted to TTAC along with the appropriate report.

All materials, such as training manuals, software reports, presentations, survey forms, and evaluation instruments developed for or derived from a technical assistance activity funded by OVC or TTAC are considered to have been developed with Federal funds and thus become available for public use.

Submitting Required Documentation to TTAC

Following the delivery of technical assistance, the consultant must complete and submit the following documentation:

- Technical Assistance Report (discussed above).
- Consultant Evaluation of TTAC.
- Consultant Invoice and Timesheet.
- Expense Report/OVC TTAC Reimbursement Form.

Consultant Evaluation of TTAC:
Each consultant will be asked to complete an evaluation of TTAC's logistical support and to give input regarding how TTAC can provide better support to consultants. TTAC provides the evaluation form, which must be returned with invoices and expense forms.

Consultant Invoice and Timesheet:
Invoices and timesheets are due 10 working days after the activity. Activity files are kept open no longer than 90 days following the completion of the activity. No payments are made following the closure of the file. The list below provides helpful instructions for preparing a Consultant Invoice and completing a Timesheet:

1. Follow all directions on the Consultant Invoice and Timesheet. Be sure to sign and date the invoice. All appropriate portions of the Consultant Invoice and Timesheet must be completed. **TTAC staff will not process incomplete forms.**
2. **Mail the original invoice to TTAC; photocopies will not be accepted.**
3. Do **not** submit an invoice before performing the technical assistance assignment, e.g., do **not** return the Consultant Invoice with the signed Tasking Letter. The invoice must reflect **actual** expended hours, not expected hours.
4. Send all materials developed for the technical assistance assignment, the Tasking Letter, and the evaluation form to TTAC. This information must be received by TTAC before an invoice can be processed.

The Consultant Invoice form is processed for payment within approximately 30 working days, provided all required materials have been submitted, i.e., signed consultant Tasking Letter, Site Plan, Technical Assistance Report, Consultant Evaluation of TTAC, Consultant Invoice form, and any other documents specified by the Tasking Letter.

Expense Report/OVC TTAC Reimbursement Form:
Reimbursement forms are due 10 working days after the activity. Activity files are kept open no longer than 90 days following the completion of the activity. No payments are made following the closure of the file. The list below provides helpful instruction for preparing expense reports:

1. Sign and date the reimbursement form.
2. Mail the reimbursement form with **original** signature and originals of all required receipts to TTAC; **photocopies will not be accepted.**
3. The stated Federal per diem rate for hotels applies. Any additional charges such as telephone service will not be reimbursed. Hotel parking, with receipt, is reimbursed under the line item for parking. If an additional person shares the room, the consultant is responsible for the additional cost.
4. Federal per diem rate for daily meals applies. Incidental expenses include tips, transportation for meals and entertainment, and phone calls necessary to reserve and confirm hotel reservations.
5. If original receipts are lost, send TTAC a signed statement specifying which receipts are missing.

Exhibit 10–1 illustrates the TTAC technical assistance provider reimbursement process.

Exhibit 10–1
Technical Assistance Provider Reimbursement Process

	After providing onsite technical assistance support, the consultant
Consultant Fee	Completes and submits to TTAC the signed Consultant Invoice and Timesheet, which are due 10 working days after activity. Attaches any required materials (refer to Tasking Letter).
Travel and Per Diem	Completes and submits Expense Report/OVC TTAC Reimbursement Form, which are due 10 working days after activity. Attaches original receipts (or signed statement if original receipts are lost). ■ TA coordinator receives and reviews invoice and expense reports for proper signatures, Social Security number, and receipts. ■ TA coordinator notifies consultant of missing expense information and/or reports. Forms that are not properly signed, are missing receipts, or are not accompanied by a Technical Assistance Report and a Consultant Evaluation of TTAC form will not be submitted for payment until those items are received. ■ Forms are submitted to the Accounts Payable Department to be processed for payment. ■ TTAC Accounts Payable Department processes and mails check to consultant. Payment to consultant is made within approximately 30 days of receipt of complete and accurate forms and reports.

General Issues

The following sections provide important additional information for consultants providing technical assistance.

Requester Evaluation of Technical Assistance Provider

TTAC asks requesting organizations to complete and return an evaluation form assessing the consultant's performance and contribution. TTAC staff also follow up with the requesting organization to determine how fully the consultant met the expected outcomes of the assistance. This followup is based on the expected outcomes as specified in the Site Plan.

TTAC Evaluation of Technical Assistance Provider

TTAC staff complete an evaluation of the consultant regarding his or her responsiveness and thoroughness in delivering service to the requesting organization. This evaluation is included in the consultant's file.

TTAC Followup

A 90-day followup of technical assistance activities is conducted through either a phone call or a mailed questionnaire. The 90-day followup includes questions about the client's satisfaction with the consultant's Technical Assistance Report, which consultant recommendations have been implemented, problems or other developments that have hindered the client's ability to use the results of the technical assistance, plans for the future, and additional needed assistance, if any.

Consultant Fees

Consultant rates are determined before a task is assigned. The standard OVC consultant fee is $250 per day plus expenses. Exceptions to this standard fee are established flat rates for peer review of documents, set at $250 per day, and peer review of grants, set at $350 per day. Any TA provider who requests a fee higher than the standard $250 per day must submit additional documentation for OVC approval. OVC's maximum consultant fee is $450 per day.

Consultants who wish to have payments for services issued to their employing agency can establish a loaded rate that takes into account their annual income, overhead, fringe benefits, general administration, and fee, if appropriate. **This arrangement requires that a subcontract be established with the affiliated organization, and the subcontract must be fully executed before payment can be made.**

Media Relations

A consultant should anticipate possible media inquires into the activities he or she is performing for an organization and should discuss his or her potential role in responding to questions or requests from the media with TTAC and the requesting organization's contact person at the beginning of or during onsite visits. Although media relations are the recipient organization's responsibility, the consultant may be requested to speak to the media. The consultant and the organization's contact person should reach a clear understanding about which subjects the consultant may discuss. In addition, the consultant should speak with TTAC staff before responding to the media. **Any information given to the media by a consultant must first be cleared by the TTAC project coordinator.**

Once approval to speak to the media has been given, consultants should

1. Clearly identify themselves, their relationship to the requesting organization, and the roles of OVC and TTAC in the project.
2. Limit comments to the original scope of the assignment.
3. Present only facts, not opinions or conjectures.
4. Place comments and observations in proper perspective (e.g., "These are my impressions based upon a 2-day visit.").

TTAC Technical Assistance Site Plan Outline

This outline is provided to structure the format and content of the technical assistance provider's Site Plan. It is to be used only as a **guide** for the consultant's discussion with the requester and the preparation of the plan.

I. Consultant Information

- Name.
- Address.
- City/State/ZIP.
- Telephone.
- Fax.
- E-mail address.
- Date outline prepared.
- Date(s) of TA delivery.
- Date Technical Assistance Report is due to TTAC and the requester.*

II. Background of Requesting Organization

- Name and title of contact person and other key players.
- Name, address, and phone number of agency, organization, or program.
- Target populations served.
- Types of services provided and activities undertaken.

III. Description of Technical Assistance Request

Describe what the **requester** identifies as the problem/need and the requester's objectives for the technical assistance. List the desired outcomes/objectives of the technical assistance and barriers to and support for the desired outcomes.

IV. Proposed Site Plan for the Technical Assistance Request

Provide a detailed description of the proposed response based on a thorough analysis of the problem/need, an indepth discussion with and input from the requester, and your experiences and insight. This section should include the following:

- Purpose, objectives, and a list of expected outcomes.
- Tasks, roles and responsibilities, and required timeframes.
- Potential issues or problem areas.
- Plan for exit meeting with requester to review initial recommendations by the consultant.

**The Technical Assistance Report is due 2 weeks after the technical assistance assignment.*

TTAC Technical Assistance Report Outline

In addition to the Consultant Evaluation of TTAC form, please furnish a narrative on the TA. The narrative should present an overview of the entire process and an indepth assessment of the TA you have provided. This report should be submitted in hard copy and on an electronic file/diskette (preferably in WordPerfect). Please use the following guidelines:

Consultant Information

- Name.
- Address.
- City/State/ZIP.
- Telephone.
- Fax.
- E-mail address.
- Date of report.

1. State the TA **problem(s)** you were asked to address.
2. Describe how you **perceived the problem.** Include the following:
   a. Name and title of agency contact(s) you discussed the TA visit with prior to arriving onsite.
   b. History of the problem as related to you in your initial conversation with the contact person/requester.
   c. Issues identified from presite assessment.
3. Describe your **presite preparation** process for the site visit. Include the following:
   a. Conversations you had with the agency's staff.
   b. Materials identified or developed.
   c. Delivery plan including goals and objectives for the TA.
   d. Other needs assessment steps taken.
4. Describe your **onsite preparation** process for the visit. Include the following:
   a. Name and title of primary contact person with whom you first met.
   b. Onsite adjustments made to the TA delivery plan.
   c. Backgrounds of TA recipients.
   d. Degree to which recipients were prepared for your visit.
   e. Recipients' expectations/understanding of TA needs (explain how this compared with what you had been asked to deliver).
5. Briefly recount the **delivery of TA on day 1.** Include the number of recipients, setting, type and length of delivery, recipients' response to TA, and any significant dynamics or events.

For	Submit copies of
Presentation or Lecture	Outline/Topics
Data Collection	Tools/Description of Methodology
Meetings	Agenda
Training	Training Design
Report or Publication	Document
Other	Other Relevant Materials

6. If more than 1 day, **describe each day** as outlined in step 5. (Descriptions can be presented as a full event, with daily accounts as appropriate.)
7. Summarize **each day.** Include the following:
   a. Report of exit interviews or wrap-up meetings that occurred.
   b. Unplanned interventions.
   c. Findings of the day.
8. Describe the last day **exit interview** or wrap-up meeting. Include the following:
   a. Names and titles of those with whom you met.
   b. Issues discussed.
   c. Discrepancies between the problem presented and what you discovered onsite.
   d. Onsite tailoring or modification of TA delivery.
9. Summarize the **overall effectiveness** of the TA. Include the following:
   a. Your observations of what recipients gained from the visit.
   b. Future needs.
10. Develop an **Action Plan.** Include the following:
   a. Recommendations for followup action for requester.
   b. Recommendations for followup action for recipients (if different from requester).
   c. Strategies for proceeding with your recommendations.*
   d. Barriers to/support for implementing strategies.*
   e. Future TA needs (please note that this is a recommendation and not a guarantee that such TA will be provided).*

Please add any other information you feel is needed to adequately describe this visit. Disregard any items that are not relevant to your visit. This report will be used to evaluate the efficacy of the speaking assignment and the need for future assistance.

Should you have any questions about completing this report, please call your project coordinator at TTAC. Return the completed report to

Project Coordinator
OVC TTAC
2277 Research Boulevard, Mail Stop 7F
Rockville, MD 20850

---

* *This information will assist TTAC in determining if followup technical assistance should be planned. Please ask recipients to mention followup technical assistance they would like in the Participant Evaluation that they submit to TTAC.*

Appendix

COVER PAGE

Speakers Bureau, Training, and Technical Assistance TTAC Request

All applicants must use this page as the cover for each TTAC request submission.

Assistance Area (Check one)

O Speakers Bureau O Training O Technical Assistance

Applying Agency.....

Address.....

.....

Contact Person.....

Contact Telephone Number.....

Contact Fax Number.....

Contact E-mail Address.....

Is this your first TTAC request submission to OVC TTAC? O Yes O No

Was this request submitted previously to OVC TTAC? O Yes O No

If yes, when? .....

Agency's Executive Officer's Name (Please print or type.)	Signature	Date

---

Mail request to Office for Victims of Crime
Training and Technical Assistance Center
2277 Research Boulevard
Rockville, MD 20850

Fax request to 301–519–5533

Speakers Bureau Application Questions

1. What is the name of the meeting or event at which you would like a presenter/facilitator? What topics are to be addressed?
2. What support will be needed (presenting, facilitating, etc.)?
3. What are the dates, location (city, county, State), time, and duration of the event?
4. How large will the audience be? What backgrounds will audience members have?
5. What is the audience's level of knowledge on the topics to be covered?
6. What expenses will you cover (i.e., meals, lodging, transportation, and materials)?
7. Is there any additional information you would like to provide related to your request for Speaker Bureau support?
8. What are the expected outcomes of this event (e.g., followup training, enhanced public awareness)?

Training Application Questions

1. What type of training package are you interested in receiving?
2. What is the problem or issue your agency, organization, or community faces?
3. Why can the problem or issue not be addressed with existing resources?
4. What has your agency done to address this problem or issue?
5. How large will the audience be that will receive the training? What background will audience members have?
6. What are your long-range plans for implementing the outcomes (e.g., procedures, policies, skills, recommendations) of this training?
7. What barriers or support exists that will affect implementation of your long-range plan?
8. What results do you expect from the training immediately? In 6 months? In 1 year?
9. How do you plan to measure the success of the training (quantitatively and qualitatively) in 6 months to 1 year?
10. In what timeframe and where (i.e., city, county, State) would you like to receive training?
11. What expenses will you cover (i.e., meals, lodging, transportation, and materials)?
12. Is there any additional information you would like to provide related to your training request?
13. Who was involved in coordinating this request? Who in your community supports this request?

Technical Assistance Application Questions

1. What is the problem or issue your agency faces? How have you determined that this is a problem or issue that needs to be addressed?

2. Can the problem or issue be addressed with existing resources? Explain.

3. What has your agency done to address this problem or issue?

4. What type of technical assistance (TA) will address the problem?

5. Who will be in the audience (be sure to include audience members' job positions, disciplines, cultural issues, agencies)?

6. What are your long-range plans and timetable for implementing the outcomes (i.e., procedures, policies, skills, recommendations) of this TA?

7. What barriers or support exists that will affect implementation of your long-range plans?

8. What results do you expect from the TA immediately? In 6 months? In 1 year?

9. How do you plan to measure the success of the TA (quantitatively and qualitatively) in 6 months to 1 year?

10. In what timeframe and where (i.e., city, county, State) would you like to receive the TA?

11. What expenses will you cover (i.e., meals, lodging, transportation, and materials)?

12. Is there any additional information you would like to provide related to your TA request?

13. Who was involved in coordinating this request? Who in your community supports this request?

Requester Evaluation of Consultant

(To be completed by requester for OVC TTAC consultant.)

Consultant and Task Information

Name.....

Project Title.....

Task Number..... Task Date.....

Consultant's Appraisal Policy

The performance of each consultant is rated after submission of the final report to OVC staff responsible for the Task Order request. Please rate the performance based on work completed for the assignment. Using the rating scale below, place an "X" under the rating that best describes the consultant's performance. At the bottom of the form, a brief explanation of a "marginal" or "unsatisfactory" rating is required, and suggestions for improvements in future assignments are appreciated. Performance appraisals become a confidential, permanent part of the consultant's record and will only be used by the OVC TTAC program for OVC purposes.

Rating Scale

Excellent (E) Good (G) Satisfactory (S) Marginal (M) Unsatisfactory (U) Not Applicable (N/A)

Performance Category	E	G	S	M	U	N/A
Responsiveness to specific task requirements						
Level of participation or involvement in the task						
Originality of contribution/work						
Knowledge of subject area						
Punctual and timely performance						
Quality of communication skills, written or oral						
Problem-solving or decisionmaking ability						
Ability to work with others						
Understanding of OVC's objectives						
Overall general rating						

Comments Regarding Performance and Suggestions for Improvements in Future Assignments

.....

.....

.....

....

Signature Date

Attach any Participant Evaluations you may have collected.

Requester Evaluation of TTAC

(To be completed by requester for OVC TTAC consultant.)

Consultant and Task Information

Consultant.....

Project Title..... Work Plan Number.....

Primary TTAC Contact.....

Feedback Directions

To most effectively assign the consultants we work with and to improve the consulting experience for you, we ask that you complete this requester feedback form. Using the rating scale below, place an "X" under the rating that best describes TTAC's management of the task. Please include additional comments at the bottom of the form.

Rating Scale

Excellent (E) Good (G) Satisfactory (S) Marginal (M) Unsatisfactory (U) Not Applicable (N/A)

Performance Category	E	G	S	M	U	N/A
Responsiveness of TTAC staff						
TTAC's attention to details on this work order						
Level of TTAC involvement						
Fit between consultant's expertise and task requirements						
Satisfaction with work assignment						
Satisfaction with logistical arrangements						
Satisfaction with preparation time and deliverables						
Overall rating						

How can TTAC provide support to you as a requester for services?.....

.....

Additional Comments

.....

.....

.....

....

Signature Date

Thank You!

Thank you for completing this evaluation form. This information is important and will be provided to OVC to assist in the continued development of quality products and to ensure good service and attention to consultants by TTAC.

TTAC Evaluation of Consultant

(To be completed by TTAC project staff.)

Consultant Information

Name.....

Task Description

Task Number.....

Project Title/Description.....

.....

.....

Rating Scale

Excellent (E) Good (G) Satisfactory (S) Marginal (M) Unsatisfactory (U) Not Applicable (N/A)

Performance Category	E	G	S	M	U	N/A
Punctual completion of work						
Attention to details						
Responsiveness to instructions						
Quick to respond to request						
Accountable for work						
Overall rating						

Comments Regarding Performance and Suggestions for Improvements in Future Assignments

.....

.....

.....

.....

Prepared by

....

Signature Date

Project Director

....

Signature Date

Consultant Evaluation of TTAC

(To be completed by consultant.)

Consultant and Task Information

Consultant.....

Project Title.....

Work Plan Number.....

Primary TTAC Contact.....

Feedback Directions

To most effectively assign the consultants we work with and to improve the consulting experience for you, we ask that you complete this consultant feedback form. Using the rating scale below, place an "X" under the rating that best describes TTAC's management of the task. Please include additional comments at the bottom of this form.

Rating Scale

Excellent (E) Good (G) Satisfactory (S) Marginal (M) Unsatisfactory (U) Not Applicable (N/A)

Performance Category	E	G	S	M	U	N/A
Responsiveness of TTAC staff						
TTAC's attention to details on this work order						
Level of TTAC involvement						
Fit between your expertise and task requirements						
Satisfaction with work assignment						
Satisfaction with logistical arrangements						
Satisfaction with preparation time and deliverables						
Overall rating						

How can TTAC provide support to you as a consultant?.....

.....

Additional Comments

.....

.....

Consultant

....

Signature Date

Thank You!

Thank you for completing this evaluation form. This information is important and will be provided to OVC to assist in the continued development of quality products and to ensure good service and attention to consultants by TTAC. Please return to TTAC with your Consultant Invoice and Aspen Expense Report/OVC TTAC Reimbursement form.

Participant Evaluation

(To be completed by participant.)

Presenter Information

Name.....

Workshop Description

Title of Workshop.....

Date of Workshop.....

Rating Scale

Excellent (E) Good (G) Satisfactory (S) Marginal (M) Unsatisfactory (U) Not Applicable (N/A)

Performance Category	E	G	S	M	U	N/A
Organization of the presentation						
Objectives of the presentation						
Activities/exercises of the presentation						
Opportunities to participate in the presentation						
Usefulness of the ideas/information						
Clarity of the presentation						
Handouts of the presentation						
Overall rating						

Comments Regarding Presentation and Suggestions for Future Presentations

.....

.....

.....

.....

List one thing you learned from this presentation.

.....

.....

.....

Prepared by (Optional)

....

Signature Date

Consultant Invoice

From (Please print):

Name..... Social Security Number.....

Address.....

City..... State..... ZIP Code.....

Telephone Numbers (office)..... (home).....

Name of Event.....

Return to Administrative Coordinator
OVC Training and Technical Assistance Center
2277 Research Boulevard
Mailstop 7F
Rockville, MD 20850

Call 301–519–5259 (for questions)

Compensation requested for the following professional services rendered under the OVC training and technical assistance contract:

.....

.....

.....

Rate Per Day $ .....

Total Days .....

Total Fee Due $ .....

....
Signature Date

Note: *All amounts submitted on this form will be reported separately to the IRS as taxable income. Be sure to report all expenses on the consultant expense reimbursement form.*

FOR OFFICE USE ONLY

Contract: OVC Training and Technical Assistance Contract

TO Number..... – 001 – ..... Date(s) of Service.....

Vendor Number..... Approved by.....
(include date)

Contract Number..... .....

Account..... .....

Expense..... 45.01 .....

Timesheet

Consultant ..... Social Security Number .....

Project Name/Number ..... Dates of Service .....

Fill in the correct date for each day worked. Record all time to quarter-hour units spent on specified tasks. Include any hours worked over 8 per day. Use ink. Initial any errors. Please total your hours in the appropriate place for each day on which you worked.

Total Hours per Day															

Aspen Expense Report/OVC TTAC Reimbursement Form

Name..... Signature.....

Social Security Number..... Date Completed.....

Address.....

City..... State ..... ZIP Code.....

Date(s) of Service..... Name of Task..... Staff Name .....

Date	City From	City To	Departure Time	Arrival Time	Air/Rail Fare	Parking	Taxi	Personal Auto		Lodging	Meals	Phone	Miscellaneous	Total
								Mileage	Amount					
				Total of Costs										
													Total Amount Expended	

See reverse side for detailed instructions about how to complete this expense report.

Return to Administrative Assistant, OVC TTAC, 2277 Research Boulevard
Mail Stop 7F, Rockville, MD 20850

Call 301–519–5259 (for questions)

FOR OFFICE USE ONLY

.....001..... .....
Task Order # Account #

....
Vendor # Expense #

.....
Contract #

Authorizing Signatures/Dates

.....

.....

.....

FOR OFFICE USE ONLY

Travel Allotment

Total To Be Reimbursed

Aspen Expense Report/OVC TTAC Reimbursement Form (continued)

Miscellaneous

Cost	Description

Expense Report Instructions

1. Expense forms should be as complete as possible. Forms with incomplete information may not be fully reimbursed.
2. Dates of service should indicate the dates during which expenses were incurred while on the task assignment.
3. Name of task should be the name of the assignment indicated on the Statement of Work.
4. Enter a separate line for each date for which expenses were incurred. Expenses that are lumped together over a period of several days may not be fully reimbursed.
5. Provide a total amount at the end of each row indicating the total spent for each day.
6. Provide a total amount at the bottom of each column indicating the total spent on each item (e.g., Air/Rail Fare, Parking, Taxi, Personal Auto)
7. Total Amount Expended should indicate the total amount for which reimbursement is sought.
8. Original receipts (including airline tickets) must be attached. All receipts must be scotch taped to an 8½- by 11-inch piece of paper. DO NOT USE STAPLES.
9. Personal auto mileage is reimbursable at 32.5 cents per mile.
10. Government per diem covers the cost of daily lodging and food expenses. This rate is determined by the government for every city in the United States. Any cost incurred above daily per diem amounts are the sole responsibility of the individual, as previously stated in the Statement of Work.
11. All expense reports must be submitted within 10 business days of the event.
12. Identify and explain each miscellaneous amount expended on the top half of this page.
13. Please initial any changes made to the expense report form. DO NOT USE WHITE-OUT or CORRECTION TAPE.

Consultant Enrollment Package

Office for Victims of Crime
Training and Technical Assistance Center (TTAC)
2277 Research Boulevard
Rockville, MD 20850
Telephone: 1-800-627-6872
Fax: 301-519-5533
E-mail: TTAC@ovcttac.org

Consultant Rate Process

Office for Victims of Crime
Training and Technical Assistance Center
2277 Research Boulevard
Rockville, Maryland 20850

May 1999

To All TTAC Consultant Applicants:

The Office for Victims of Crime (OVC) and the OVC Training and Technical Assistance Center (TTAC) have been working over the past year to streamline procedures for receiving and processing training and technical assistance requests, for identifying and enrolling new consultants, and for obtaining consultant rate approvals through the Office of Justice Programs. The attached document defines the revised requirements for individuals seeking enrollment in the OVC TTAC Consultant Pool.

These requirements modify those that are specified in the original Consultant Enrollment Package. The sections and page numbers refer to the corresponding requirements in that enrollment package that are being modified.

If you have questions about these new requirements, please contact TTAC directly. Thank you for your interest in serving as an OVC TTAC consultant.

Office for Victims of Crime
Training and Technical Assistance Center
2277 Research Boulevard
Mail Stop 7F
Rockville, MD 20850

Phone: 301–519–6301
Fax: 301–519–5533
E-mail: TTAC@ovcttac.org

Office for Victims of Crime

Requirements for TTAC Consultant Approval

Updated May 1999

For an individual to become enrolled as a TTAC Consultant, he/she must submit the following:

- Completed TTAC Consultant Enrollment Package.
- Current résumé.
- Current biography (maximum half page).
- Names of three persons who are able to serve as professional references.
- Rate verification documentation.

TTAC Consultant Enrollment Package

This package provides information about specific areas of expertise and knowledge that is used to identify appropriate consultants for each request received by TTAC. Enrollment packages can be obtained directly from TTAC.

Current Résumé

The résumé information provides the foundation on which consultant approvals are based and with which a requesting organization select a consultant who will best meet its speaking, technical assistance, or training needs.

Biography

TTAC uses brief biographies to expedite information sharing with requesters, OVC contract staff, and others who appropriately have access to the information. We request that each applicant prepare his or her own biography to ensure that it focuses on those areas that each individual would like to highlight.

Professional References

In lieu of the originally required letters of recommendation, TTAC currently requests names of persons who have knowledge of recent consulting activities. Information on these professional references should include the individual's name, address, phone number, and the consulting activity about which they have knowledge (organization, nature of consulting, and date).

Rate Verification Documentation

OVC's standard consulting fee is $250 per day. Consultants who requests a fee that is higher than $250 must submit documentation that verifies that their current consulting rate is equal to or higher than the rate they are requesting. Several types of documents may serve to verify this rate:

1. A signed, fully executed contract or letter of agreement for consulting services that documents a rate equal to or higher than the requested rate; this agreement must contain the fee and the period of performance so an hourly or daily rate can be calculated.
2. A signed, executed invoice documenting payment at the requested hourly or daily rate that is certified true and accurate (a sample certification statement is attached).
3. A current wage statement (including the amount of payment and the defined period of time for that payment so an hourly or daily rate can be calculated).

Consultant Rate Process

Please note that only **one** type of rate documentation is required provided it clearly documents an hourly or daily rate that is equal to or higher than the rate an applicant is requesting.

In addition to documentation of rate, each applicant is asked to sign a **"most favored rate" statement.** This statement verifies that the rate you are charging OVC is no higher than the rate you charge your most favored clients. A model for this statement is attached.

Model for "Most Favored Rate" Statement (May Be Copied Onto Your Letterhead)

WHEREAS, Aspen Systems Corporation (Aspen) and .....
(Consultant)
have entered into an Agreement for the Provision of Professional Services by Consultant to the Office for Victims of Crime under Aspen's contract number OJP–98–C–004, with the U.S. Department of Justice.

NOW THEREFORE, Consultant hereby certifies that the daily rate shown below represents the "most favored client rate" and that a lesser rate is not being charged any other client.

Consultant Name: ..... Daily Rate $ .....

EXECUTED as of the date below written.

Signature: ..... Date .....

Sample Certification Statement To Be Copied Onto a Signed, Executed, and Paid Invoice

I certify that this is a true copy of the invoice submitted and that the payment requested has been received.

Name: ..... Date: .....

Signature: .....

Consultant Enrollment Package

The Office of Justice Programs requires the information listed below for enrollment in the Office for Victims of Crime (OVC) Training and Technical Assistance Center (TTAC) Consultant Pool. Please complete this enrollment package and return it with a current résumé or curriculum vitae and half-page biography. **Please print or type the information.**

Section A: Personal Information

Prefix ..... First Name ..... M.I. ..... Last Name ..... Suffix .....

1. Business Mailing Address

Name of Company or Organization

Address 1.....

Address 2.....

City..... State..... ZIP Code.....

Business Phone..... Fax.....

E-mail Address.....

2. Home Mailing Address

Address 1.....

Address 2.....

City..... State..... ZIP Code.....

Home Phone..... Fax.....

E-mail Address.....

3. **Preferred Mailing Address (Please check one)**
   O Home O Work

4. **Race/Ethnicity (Optional)**
   The following information has been requested by OVC to determine the racial, ethnic, and gender diversity among consultants employed by OVC TTAC. OVC and Aspen Systems Corporation support diversity in their work and view this information as an essential element of the OVC Consultant Pool. Although optional, the following information would be appreciated by both organizations.

   Please indicate if you are:
   O American Indian or Alaska Native
   O Asian
   O Black or African American
   O Hispanic or Latino
   O Native Hawaiian or Other Pacific Islander
   O White
   O Other (Please specify).....

5. **Gender**
   O Female O Male

6. **Personal History**
   O Victim/survivor of crime O Family member of a victim/survivor of crime

---

Section B: Employment/Professional Information

1. **Do You Consider Yourself a (Please check one)**
   O Practitioner
   O Researcher
   O Public Policy Specialist
   O Administrator
   O Academician

2. **Current Job Title**.....

3. **Current Employment Category (Please check all that apply)**
   O Federal Government
   O State, City, or Local Government
   O Private Enterprise
   O Contractor
   O Independent Consultant
   O Educational Institution
      O Early Childhood O Primary
      O Secondary O University
   O Community-Based Program
   O Nonprofit Organization
   O Activist/Advocate
   O Volunteer
   O Media/Communications
   O Other (Please specify).....
   .....

   For Whom?.....
   Since? .....
   Contracts worked on within the past 3 years
   .....
   .....
   .....
   .....
   .....
   .....

4. Consultant Income

The following information is required to provide a basis on which to compute a daily consultant rate.

Current Total Annual Income

Annual amount of income from salary* $.....

Annual amount of income from consulting† $.....

Annual income from other sources
(Please specify) $.....

Total $.....

Salary is based on
(Please check appropriate category)

- ❍ 12 Months
- ❍ 9 Months
- ❍ Other (Please specify).....

.....

You are employed
(Please check appropriate category)

- ❍ Full Time
- ❍ Part Time

New Consultants

If you are a newly established consultant (within the past year) and would like your previous salary to be considered a basis on which to compute a consultant daily rate, please fill in the following section.

Your most recent salary prior to being self-employed $.....

Name of Employer.....

Period (month/year) of most recent full-time employment From.....To.....

Loaded Rates

If you are self-employed or work for a private or nonprofit organization (provided the consultant check will be made payable to your firm) and would like to have us establish a loaded rate for you, please contact TTAC for additional materials.

Attachments

Provide, as appropriate, one of the following forms of documentation to substantiate your salary:

- IRS W–2 Form.
- IRS 1099 Form.
- Copy of consulting agreement for work on another U.S. Government contract.
- Your firm's list of consulting rates.
- Letter stating that your rate is the rate you charge your "most favored" client.

5. Federal Agency Collaboration/Contact

Please check all agencies with whom you have had professional contact.

- ❍ U.S. Department of Justice
  - ❍ Bureau of Justice Assistance
  - ❍ Bureau of Justice Statistics
  - ❍ National Institute of Justice
  - ❍ Office for Victims of Crime
  - ❍ Office of Juvenile Justice and Delinquency Prevention
- ❍ Office of Justice Programs
  - ❍ Corrections Program Office
  - ❍ Drug Courts Program Office
  - ❍ Office for State and Local Domestic Preparedness Support
  - ❍ Violence Against Women Office
- ❍ Centers for Disease Control and Prevention
  - ❍ Federal Emergency Management Agency
  - ❍ National Institute of Mental Health
  - ❍ National Institute of Corrections
  - ❍ U.S. Department of Defense
  - ❍ U.S. Department of Education
  - ❍ U.S. Department of Health and Human Services
  - ❍ U.S. Department of State
  - ❍ Other (Please specify)_____

6. Degree(s), Date(s) Earned, and Institutions

Degree	Date Earned	Institution

7. Current Licenses/Certifications

License/Certification	Date Received	Applicable State(s)

8. Language Fluency

Please indicate your ability to read, speak, or write any of the languages listed below. When making your selection, please fill in the table by using the experience key shown below. **Please check *only* those areas that apply.**

Key 1 = Extensive Fluency 2 = Moderate Fluency

Language	Read	Speak	Write
English			
Spanish			
French			
Chinese			
German			
Japanese			
American Sign Language			
Other			

9. Computer Knowledge and Access

Hardware
- O IBM/IBM Compatible
- O Macintosh

Software
- O MS Word
- O WordPerfect-DOS
- O WordPerfect-Windows
- O Internet Access

Section C: Substantive Expertise

Please indicate your experience providing consultation/technical assistance in each of the subject areas listed. When making your selection, use the numerical value that corresponds to the experience key shown below. **Please check *only* those categories that apply.**

Key

1 = Expert in Subject Area: Consultant has published articles or publications and/or presented speeches in the subject area, has an indepth knowledge of the subject, and can speak intelligently on the topic without the use of written notes or aids.

2 = Knowledge of Subject Area: Consultant has working knowledge in the subject area.

1. Criminal Victimization

- O Adults Molested as Children .....
- O Child Physical Abuse .....
- O Domestic Terrorism .....
- O Driving Under the Influence/ Driving While Intoxicated .....
- O Assault .....
- O Child Sexual Abuse .....
- O Domestic Violence .....
- O Elder Abuse .....
- O Fraud .....

- O Hate/Bias .....
- O Juvenile Crime .....
- O Robbery .....
- O Terrorism Abroad .....
- O Workplace Violence .....
- O Homicide .....
- O Mass Criminal Victimization .....
- O Sexual Assault .....
- O White-Collar Crime .....
- O Other (Please specify).....

2. Underserved Populations as Crime Victims

- O American Indian or Alaska Native .....
- O Hispanic or Latino .....
- O Children .....
- O Elderly .....
- O Military .....
- O Women .....
- O Asian .....
- O Black or African American .....
- O Native Hawaiian or Other Pacific Islander .....
- O Gay/Lesbian .....
- O People With Disabilities .....
- O Other (Please specify).....

3. The Criminal Justice System and Victim Assistance

- O Corrections .....
- O Federal Court System .....
- O Military Court System .....
- O Prosecution .....
- O Other (Please specify).....
- O Courts .....
- O Law Enforcement .....
- O Probation and Parole .....
- O Tribal Court System .....

4. Legislation

- O Community Notification .....
- O HIV Testing of Offenders.....
- O Restitution .....
- O Right To Be Heard .....
- O Right to Notice .....
- O Right to Property Return.....
- O Other (Please specify).....
- O Constitutional Rights .....
- O Payment for Forensic Exams.....
- O Right To Attend Trial .....
- O Right To Confer .....
- O Right to Privacy .....
- O Right to Protection .....

5. Allied Professionals

- O Child Protective Services.....
- O Media/Communications .....
- O Mental Health Services .....
- O Other (Please specify).....
- O Faith Community .....
- O Medical Services .....
- O Social Services .....

6. Other Victim-Related Issues

- O Campus Crime .....
- O HIV/AIDS .....
- O Litigation .....
- O Other (Please specify).....
- O Hate and Bias Crimes .....
- O Juvenile Justice .....
- O Restorative Justice .....

Section D: Functional Expertise

Please indicate your experience providing consultation/technical assistance within the past 3 years in each of the skill areas listed. When making your selection, use the numerical value that corresponds to the experience key shown below. Please check *only* those categories that apply.

Key	
1 = Expert in Skill Area:	Consultant has significant experience in either performing the skill or providing technical assistance and/or training in the skill area.
2 = Knowledge of Skill Area:	Consultant has working knowledge in the skill area.

1. Program Evaluation/Research and Development

- ❍ Applied Statistics .....
- ❍ Data Collection .....
- ❍ Program Evaluation .....
- ❍ Program Planning and Implementation .....
- ❍ Research Design and Methodology .....
- ❍ Data Analysis .....
- ❍ Outcome and Performance-Based Indicators .....
- ❍ Quality Assurance Models/ Methodologies .....
- ❍ Survey Research .....
- ❍ Other (Please specify).....

2. Program Design and Development/Organizational Development

- ❍ Advisory Board Selection .....
- ❍ Needs Assessment .....
- ❍ Organizational Change/ Transition .....
- ❍ Organizational Diagnosis/ Assessment .....
- ❍ Policies and Procedures Development .....
- ❍ Resource Allocation .....
- ❍ Team Building .....
- ❍ Group Dynamics .....
- ❍ Operational Planning .....
- ❍ Management .....
- ❍ Organizational Development and Fundraising .....
- ❍ Personnel Allocation .....
- ❍ Program Accreditation .....
- ❍ Program Costing/Budgeting .....
- ❍ Strategic Planning .....
- ❍ Other (Please specify).....

3. Program Management/Administration/Training

- ❍ Automated Client and Program Record Systems Management .....
- ❍ Diversity Training .....
- ❍ Privacy and Confidentiality .....
- ❍ Staff Development and Training .....
- ❍ Total Quality Management (TQM) .....
- ❍ Other (Please specify).....
- ❍ Automated Notification Systems .....
- ❍ Data Management and Information Systems Development .....
- ❍ Recordkeeping .....
- ❍ Systems Development and Implementation .....
- ❍ Volunteer Recruitment and Retention .....

4. Publication Peer Review

O Publication Review .....

Please list recent peer reviews performed in the chart below.

Publication Review Title	Agency	Date Completed

5. Communication/Media Programs

O Information Dissemination.....
O Public Awareness Campaigning .....
O Other (Please specify).....
O New Technology/Internet/Intranet .....
O Public Relations/Media Management .....

6. Writing Materials Development

O Report Writing .....
O Technical Writing .....
O Proposal Development .....
O Solicitations/Requests for Proposal .....
O Other (Please specify).....
O Speech Writing .....
O Editing .....
O Publications/Scholarly Articles .....
O Developing Rules, Regulations, or Guidelines .....

7. Speaking/Facilitation/Moderation

Please interpret "meeting" as a generic term that includes conferences, workshops, focus groups, and symposiums.

O Public Speaking .....
O Meeting Facilitation .....
O Other (Please specify).....
O Presentation Delivery .....
O Meeting Moderation .....

Please list recent speaking activities in the chart below.

Speaking Activity	Agency	Date

Section E: Service Settings

Please indicate your experience providing consultation/technical assistance in each of the settings listed. When making your selection, use the numerical value that corresponds to the experience key shown below. **Please check *only* those categories that apply.**

Key	1 = Extensive Experience	2 = Moderate Experience

- O American-Indian Reservations.....
- O Federal Agency .....
- O State/Local Agency .....
- O Other (Please specify).....
- O Rural Areas .....
- O Public Housing Unit .....
- O Urban/Inner-City Areas .....

Section F: Consulting Experience

Please list your most recent Office of Justice Programs (OJP) and other consulting experience. Please supply three reference letters from the primary contact from recent consulting engagements. These letters should address your competence as a trainer/facilitator/speaker as well as your subject matter expertise. Aspen Systems Corporation and OJP reserve the right to contact the organizations listed below for further information about the nature of the consulting services rendered.

Month/Year	OJP and Other Organization Name, Address	Grant Number	Phone Number

Consultant Enrollment Submission Checklist

I am submitting the following items with my completed Consultant Enrollment Package:

- O Résumé or curriculum vitae
- O Income verification documents (as specified in Section B)
- O Biography (no longer than half a page)
- O Three reference letters (as specified in Section F)

Certification

I certify that the information provided herein, including consultant income information and attachments, is current and accurate.

Signature ..... Date .....

NOTE: Other organizations sometimes request a list of experts to identify speakers/trainers/facilitators for their conferences and trainings. If you **DO NOT** want to be included, check the space below. (Information that will be included when responding to requests for lists of experts are the consultants' names, business contact information, and Substantive Expertise information taken from Section C.)

O Do not submit my information to other organizations.

A/P Vendor Classification Form

(Instructions on reverse side.)

Aspen use only
Vendor Classification Code
.....

..... hereby certifies that it is
Payee Name (Type or print full legal business or individual name)

Please check one classification below

- O Large Business
- O Small Business (includes consultants/individuals)
- O Nonprofit Organization or Government Agency

Check all that apply

- O Small Disadvantaged Business (SDB)
- O Minority-Owned Business (provision of race information below is voluntary)
  - ____American Indian or Alaska Native
  - ____Asian
  - ____Black or African American
  - ____Hispanic or Latino
  - ____Native Hawaiian or Other Pacific Islander
- O Woman-Owned Small Business (WOSB)
- O HUBZone Small Business
- O Historically Black College/University (HBCU) or Minority Institution (MI)

Taxpayer Identification Number ..... (SSN or EIN)
Standard Industrial Classification (SIC) Code ..... (4 digits)
OR North American Industrial Classification Systems (NAICS) Code ..... (5–6 digits)

.....
Remit Address (Type or print)

.....
O Check here if this is a home address

....
Signature Date

....
Name (Type or print) Telephone number

....
Title *(Complete only if signing on behalf of a corporation)* Fax number

Definitions

- **Small Business:** A concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on government contracts, and qualified as a small business under the Small Business Administration (SBA) criteria and size standards. (See Code of Federal Regulations, Title 13, Part 121 as amended, which contains detailed industry definitions and related procedures.)
- **Small Disadvantaged Business:** A small business owned and controlled by socially and economically disadvantaged individuals. For the purpose of the definition, socially and economically disadvantaged group members include Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, and other minorities found to be disadvantaged pursuant to Section 8(a) of the Small Business Act. Such a concern for the purpose of this certification is defined as one (1) which is at least 51 percent owned by one or more socially and economically disadvantaged individuals or, in the case of publicly owned businesses, in which at least 51 percent of the stock is owned by such individuals; and (2) whose management and daily business operations are controlled by one or more such individuals.
- **Woman-Owned Small Business:** A small business (1) which is at least 51 percent owned by a woman or women or, in the case of any publicly owned business, at least 51 percent of the stock is owned by one or more women; and (2) whose management and daily business operations are controlled by one or more women.
- **HUBZone:** A historically underutilized business zone, which is an area located within one or more qualified census tracts, qualified nonmetropolitan counties, or lands within the external boundaries of an Indian reservation. A "HUBZone Small Business concern" is a small business that appears on the List of Qualified HUBZone Small Business Concerns maintained by SBA and meets **all** of the following criteria to qualify for the HUBZone program: (1) it is located in a "historically underutilized business zone"; (2) it is owned and controlled by one or more U.S. citizens; and (3) at least 35 percent of its employees reside in a HUBZone.
- **Minority-Owned Business:** Generally anyone other than white; the business **must** be owned and at least 51 percent controlled by one or more minorities.

A/P Vendor Classification Form Instructions

As a Federal contractor, Aspen Systems Corporation (Aspen) is required to meet small business, small disadvantaged business (SDB), and women-owned small business (WOSB) subcontracting goals. The information on this form is used for classifying data reported to the contracting agency and the Small Business Administration (SBA). Data are grouped together by type of business for reporting purposes.

This form is to be completed either by an **individual** as a consultant to Aspen or on behalf of an **organization** or **business** as a subcontractor to Aspen. Do not provide a mix of personal and business information.

- **Payee Name:** Type or print the full legal name of the organization, business, or the individual consultant. This is the name that will appear on checks for payment of services rendered—it must be consistent with the subcontract document or Consultant Agreement.

- **Type of Business:** Individuals (consultants) should check "*Small Business*" only. If payee is a business or an organization, check the box (one only) that applies.

- **Type of Small Business:** This section does not apply to individuals (consultants). Definitions of, and requirements for, each type of small business are at the bottom of the page on the front of this form. If SBA certified as SDB, complete all requested information.

- **Taxpayer ID:** Individuals (consultants) should provide a Social Security number (SSN). An employer identification number (EIN) is required for an organization or business.

- **Standard Industrial Classification (SIC) Code OR North American Industrial Classification System (NAICS) Code:** System for classifying individual businesses by sector. This section does not apply to individuals (consultants). SIC codes and descriptions can be obtained via the Internet at *www.fedmarket.com/procurement_library/tools/sic_browse.html*. NAICS codes and titles can be obtained at *www.census.gov/epcd/naics/naicscod.txt*.

- **Remit Address:** Type or print the address to which payments should be sent. Check the box if the address is the home address of an individual (consultant).

- **Signature:** Signature of consultant or, if a business, the authorized official.

- **Date:** Date document signed.

- **Name:** Type or print the full name of the person signing the document.

- **Telephone Number:** Self-explanatory.

- **Title:** If a business, type or print the title of the person signing the document. If an individual (consultant), leave blank.

- **Fax Number:** Self-explanatory.