Opportunity for State, Local, and Tribal Jurisdictions to Implement a Swift, Certain, and Fair Supervision Program Model

Jonathan Kulick, Ph.D.

Sandy F. Mullins, J.D.

SCF Center, Marron Institute, New York University

Emily Chonde, Senior Policy Advisor

Ania Dobrzanska, State Policy Advisor

Bureau of Justice Assistance

SwiftCertainFair
Resource Center

BJA
Bureau of Justice Assistance
U.S. Department of Justice

Thank you for joining the informational webinar for the FY2019 Swift Certain Fair (SCF) BJA grant.

I'm Jonathan Kulick, co-director of the SCF Resource Center at NYU. Also on with me is co-director Sandy Mullins.

From BJA we have Emily Chonde, the Senior Policy Advisor for SCF, and Ania Dobrzanska, the State Policy Advisor for SCF.

Before we get started, a bit of housekeeping. Your microphone or phone will be muted. You may ask questions, during the presentation or during the Q&A session at the end, by clicking on the Q&A button at the bottom of your screen.

- Good afternoon and welcome.
- My name is Emily Chonde. I'm a Senior Policy Advisor at the U.S. Department of Justice, Bureau of Justice Assistance
- I am pleased to be joined this afternoon by Jonathan Kulick and Sandy Mullins from the Swift Certain Fair Resource Center.
- Thank you to everyone on the line for joining us for this webinar to learn about the Swift, Certain, and Fair Supervision, or SCF, grant program and how you may be able to implement the SCF principles in your jurisdiction by using grant funding available now from the Bureau of Justice Assistance.
- We have a lot to cover during the webinar, and we want to leave time for

questions, so I will just spend a few moments highlighting some of the themes and key takeaways from today's presentation

- The goal of the SCF grant program is to provide jurisdictions with information, resources, and training and technical assistance to improve probation and parole outcomes by implementing a supervision program model that adheres to the principles of swiftness, certainty, and fairness.
- Although there are many existing implementations of the SCF model in jurisdictions across the country that have yielded promising outcomes, grantees are strongly encouraged to make the SCF model their own by applying its guiding principles in a way that responds to the needs, challenges, and strengths of their jurisdiction.
- This grant program is an opportunity to innovate and expand the SCF principles, and test new implementations of the SCF model in ways that address the local context.
- Regardless of the way your jurisdiction implements the SCF model, this program has the potential to transform the way your jurisdiction responds to high-risk/high-needs individuals under supervision and ultimately increase probation and parole success rates.

- Now that I have hopefully piqued your interest in the SCF grant program, I am going to turn the presentation over to Jonathan and Sandy who will bring the SCF grant program to life and give you some ideas about how the SCF model may fit within your jurisdiction.

Problems in Pretrial, Probation, & Parole

- Strained Resources

- Lack of Clarity

- Little Consistency

- Slow Response

- More than 7M adults are supervised by correctional agencies, more than 4.5M on community supervision
- Community supervision agencies are subjected to high expectations
    - law enforcement AND social workers
- Failure rates on supervision high despite many initiatives targeting problem
    - incarceration for technical violation sanctions (jail sanctions, revocation to prison)
    - high rates of reoffending
- Particulars vary from jurisdiction to jurisdiction, and agency to agency
- Strained resources
    - large caseloads
    - long conditions of supervised release
    - limited ability to supervise to include testing for drug and alcohol use
    - limited treatment options and appropriate programming
- Lack of clarity
    - many conditions but rules are unclear (e.g., "Obey all Laws")
    - because so many conditions, compliance hard to monitor, violations often go undetected
    - sends message to person being supervised that probability of being caught violating is low
    - behavioral research tells us that we need a very high expectation of being caught

to be deterred. (Think of how we behave when we're driving. We might see speed limit signs or reminder of increased fines posted in certain zones, but the presence of patrol cars probably has the greatest deterrence effect because we know this means an increased chance of getting caught speeding.)

- Little consistency
    - even when violations are detected, they are addressed inconsistently, differing from officer to officer, or office to office
    - enforcement might look different based on resources, such as jail-bed availability, or treatment options, or just having an officer available to follow through
    - sometimes there's no sanction because there are no appropriate intermediate sanctions (between ignore behavior and revoke)
    - inconsistent response sends message that probability of sanction is even lower and encourages risk-taking
    - an unresponded to string of violations sends the message that violating is OK
- Slow response
    - CJ system is, in general, slow
    - same in community supervision—when a violation is detected and sanctioned, it's usually not quick
        - court or parole board might not see someone for violating for weeks or months
        - warrants might not be served for weeks or months
    - behavioral research tells us that the closer in time a response (reward or punishment) is to the behavior, the more the behavior is tied to the consequence
        - someone being sanctioned for misbehaving long after the fact sees it as arbitrary and unfair
        - likewise, a reward for a positive behavior, delivered quickly, is more likely to encourage that behavior in the future

What Is "Swift Certain Fair"?

SCF implementations differ in operational details, but share

- Close monitoring
- Swift and certain responses
- Modest sanctions & incentives

} Procedural Justice
Legitimacy
Fairness

- Swift Certain Fair (SCF) is a model for community supervision, for people at high risk of failure
- based in principles of criminology and findings in behavioral sciences
- to shape behavior—deter negative behavior and encourage positive behavior—need to respond
    - swiftly—so that responses are perceived as tied to behaviors
    - consistently—so that responses are predictable and perceived as unbiased
    - proportionately—so that responses are perceived as fair
- if responses to negative behaviors are slow and random, then even severe sanctions don't deter
- if sanctions *are* swift and certain, then even modest sanctions can deter
- fairness (or procedural justice): transparency, proportionality, equal treatment
- rewards can be as simple as verbal praise or reduced reporting (an incentive is the promise of a reward)

Key Behavioral Response Principles of the SCF Model

Clearly articulated rules and expectations

Credible intentions—promises and threats

Formal orientation

Supervision conditions closely monitored, actually enforced

Every infraction met with an immediate response

Incentives and rewards to reinforce compliance

- We can encourage the behavior we want and discourage the behavior we don't want
- Every implementation will be different in details, but all share the behavioral-response principles that underlie the SCF model
- Rules and expectations: Tailored to the individual, and addressing things that you care about
- Threats: Don't impose rules (with the implied or direct threat of punishment if they aren't followed) that you can't or won't enforce or won't have a consequence—and don't make promises you can't keep
- Formal orientation
  - not simply handing person in SCF a piece of paper; orientation delivered by someone with authority (e.g., judge, parole supervisor)
  - simple language that all can understand
  - opportunity for person in SCF to ask questions, acknowledge they understand
- In practice
  - conditions need to be carefully monitored and actually enforced
  - swift response could mean within hours or days, but it is in contrast to weeks or months in usual practice
- Every infraction is addressed, but sanctions are modest
  - doesn't need to be jail (or any confinement)
  - purpose of sanctions is to deter, not incapacitate
- Finally, a large body of research says, for many people, incentives are more effective than sanctions for modifying behavior

Jonathan

- Many SCF implementations have been evaluated—see SCF Center website for a complete list
- A 2007 study of SCF felony probation in Hawaii (called HOPE) yielded big reductions in drug use, technical violations, and revocations to prison
    - high-risk, drug-involved probationers
    - a few days jail for each low-level violation
- A 2016 long-term followup in Hawaii found that, even after completing probation, people who had been in HOPE had many fewer drug arrests
- USDOJ followed the Hawaii evaluation with the Demonstration Field Experiment (DFE)
    - selected four jurisdictions on the mainland (in OR, TX, AR, and MA)
    - *replicated* HOPE, to see if it would get same results
    - lots of details, but overall found that HOPE reduced drug use but didn't do any better than probation as usual on reoffending
- A 2015 study of SCF probation/parole statewide in Washington yielded substantial reductions in incarceration
    - didn't specifically target drug use
    - first sanction was a "stipulated agreement"
- A 2017 study of SCF post-prison supervised release in Pennsylvania yielded substantial

reductions in recidivism, escape, and incarceration
- participants in work-release center, with structured treatment
- Important lessons for those looking to implement an SCF model:
  - don't blindly copy someone else's policies and practices
  - figure out what makes sense for *your* jurisdiction and agency
    - problem you're trying to solve
    - resources and constraints
    - where are you starting from?
    - culture, community standards, statutes
- Again, see our website for many evaluations of different SCF implementations
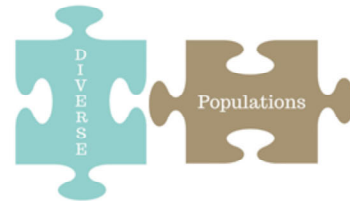
HOPE, an early evaluated application of an SCF model, was implemented with a seasoned, risk-needs-responsivity-based probation department in Honolulu, which was accustomed to assessing for risk and need and using tools such as motivational interviewing and other cognitive-behavioral interventions. HOPE was born out of their request to a judge that the courts support their efforts by encouraging and rewarding positive behavior and sanctioning misbehavior as it occurred, rather than letting many smaller violations add up to finally be addressed by ending probation and sending the probationer to prison. HOPE was designed to support and enhance their RNR model, rather than replace it.

Almost all the jurisdictions we interact with through the SCF Center work, to some degree, within an RNR model. Some limit their SCF program only to those who are moderate- or high-risk. Many base the conditions on the assessed needs or the case plan built from their risk-and-needs assessment. By using SCF sanctions and incentives, often in addition to motivational interviewing, they have a mechanism to increase compliance. Jurisdictions report that their clients start showing up to their office visits, programming, and treatment, and showing up sober.

Jurisdictions are now applying an SCF model to many different CJ-involved populations.

In WA state, almost all parolees are supervised under an SCF model.
In Arizona, two counties have applied the model to high-risk juveniles.
In Honolulu, the birthplace of the HOPE program, they are now applying the model to a pretrial-supervision population.
In Pennsylvania and Nebraska, they have applied SCF in prison.
In DeKalb County, IL, the model is being tested with a select group of high- and moderate-risk probationers who have been unsuccessful on traditional probation.
Last year Macon-Bibb County, GA, received an SCF grant to test the model on probationers with misdemeanor domestic-violence offenses.

Previous awards have been to states, counties, cities, tribes and territories. They have been received by courts, probation departments, state correctional agencies, parole boards, and even a police department.

Target-Population Examples

Grantee	Target Population	Target Population Goal
NJ State Parole Board (FY17)	Opioid-involved parolees w/ history of violations	75
DeKalb County (IL) Court Services (FY16)	High-to-moderate-risk probationers	20
OK Department of Corrections (FY16)	High-risk persons on a statutory diversion program	432
TN Department of Corrections (FY18)	All felony probationers and parolees	~70,000

Among these SCF awardees, there's also a broad range in target-population goals. We encourage you to be thoughtful in determining what's feasible for your jurisdiction. More is not necessarily better. Even if you hope to eventually serve more people in your program or expand the model within your system, it can be helpful to start with a smaller target to work out the details. As you can see in this slide, BJA has awarded SCF grants to proposals with a broad number of target participants.

Generalizability

What problem are you trying to solve?

What is your target population?

What is your jurisdiction?

What is business as usual?

What are your resources and constraints?

Proposed changes should be relative to where you begin

So we've seen that this model can be generalized to a variety of populations, but that also means there is no one right way to apply SCF.

As you're working on your proposal, it's helpful to start by thinking about these questions. If you are the recipient of an SCF grant, you will be asked to answer these questions in more detail in your action plan, one of your required deliverables.

The first question, which sounds easy enough but sometimes gets lost in project development, is what is the problem you are trying to solve? In Hawai'i, drug crimes are aggressively prosecuted and probation sentences include long open prison terms that can be administered if someone fails on probation. The developers of HOPE were trying to reduce drug use, triage who needed treatment, and ultimately reduce prison time. Washington was far less aggressive in sentencing and revoking on drug use, but was spending over $15M each year renting jail beds for parole violators who were waiting to receive a hearing for their violation. They were trying to find a quicker and cheaper way to address violations. In Macon-Bibb County, GA, they have a limited term of probation for their misdemeanor DV clients and they are trying to increase program participation and completion.

Next, who is your target population? Logically this should relate to your problem. If

repeat violators are your problem, can you narrow this down? Some jurisdictions have targeted by type of offense or age. The New Jersey State Parole Board is currently testing the model for parolees with opioid-use disorder. Hidalgo County, TX, implemented the model with young-adult probationers.

What is your jurisdiction, or who has the ability to give incentives and sanctions? In WA State, the Department of Corrections has the authority, in most cases, to administratively sanction parole violators, up to full revocation. In many states, a parole board has this authority. If you are a probation department the courts will likely have this authority. If the ultimate authority for sanctioning is with a court or parole board, what type of incentives or sanctions can be given by the supervising officers or agency?

You should be able to articulate business-as-usual and how your proposed SCF program differs from this.

What are your resources and your constraints? For instance, do you have a good mechanism to collect data or do you need to include some IT or data-collection support as part of your budget? Do you have jail or work-release space for short-term confinement sanctions or will you need to identify nonconfinement options for sanctioning?

Overall, keep in mind that your proposal is relative to where you begin. You can read about how other jurisdictions have implemented an SCF model and it might help you develop your own thoughts around this, but your proposal should reflect the particular needs, authority, resources, and constraints of your jurisdiction.

FY19 SCF Solicitation Overview

- Solicitation link: bja.gov/funding/SCF19.pdf
  Deadline: **June 25, 2019**
- Eligible applicants include:
  - States*
  - Units of local government
  - Federally recognized Indian tribal governments
- BJA will make up to four awards of up to $750,000 each
- Awards will be for a 48-month project period, starting on or about October 1, 2019

*"State" means any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, American Samoa, Guam, and the Northern Mariana Islands. See 34 USC 10251

Before we describe some of the specifics related to grant requirements, we want to take a moment to give you some important information about the FY19 SCF solicitation.

•There is a link on the slide where you can access the full solicitation. I would encourage you to read the solicitation fully and carefully.
•The deadline for applications is June 25, 2019 at 11:59pm Eastern
  - This solicitation is open to units of state government; units of local government; and to Federally recognized Indian tribes, as determined by the Secretary of the Interior. Please note the definition of "State" in the solicitation includes the District of Columbia and the five U.S. territories, so those jurisdictions are also eligible to apply.
  - Applicants can apply for up to $750,000 in funding to implement the SCF model
  - The duration of the grant will be 48 months, which will begin on or about October 1, 2018
    - Please note that the project timeline in the solicitation is a bit more prescriptive this year. The first 6 months are to support planning activities, including work on the required action plan, which we'll cover a little later in the presentation; the following 30 months are for implementation activities; and the final 12 months should support evaluation activities only (e.g., data collection, review, and other evaluation-specific tasks).

Priority Considerations

- Proposals to reduce violent recidivism among high-risk offenders under supervision who have a history of serious violence and are identified in concert with law enforcement

- Proposals that integrate a Risk-Needs-Responsivity framework

- Proposals that include a randomized controlled trial

- Proposals from probation and parole agencies serving small or rural jurisdictions

- Proposals that directly benefit Qualified Opportunity Zones

Applicants seeking to address one or more of the priority considerations must clearly identify them in the proposal.

12

There are five priority consideration categories this year, meaning that BJA will give priority consideration to applicants that address one or more of these as part of their project design.

- The first priority consideration is for proposals that aim to reduce violent recidivism among high-risk individuals under supervision who have a history of serious violence and are identified in concert with local and/or state law enforcement.
  - Applicants must include a description for how the target population will be identified and demonstrate access and use of data and law enforcement input.
- The second priority consideration is for applicants that propose an approach that integrates the Risk-Needs-Responsivity (RNR) framework with the implementation of SCF principles to identify the target population for the initiative and ensure that the level of supervision, treatment, and SCF responses align with participants' risk/need profile. We talked about how the SCF principles work with the RNR model earlier.
- Proposals that include a randomized controlled trial to assess the effectiveness of the SCF program will be given priority consideration.
- Proposals that serve small or rural jurisdictions will be given priority consideration.
- And, finally, proposals that directly benefit federally designated Qualified Opportunity Zones will also be given priority consideration. Specifically, applicants must demonstrate how the proposed project will enhance public safety in the opportunity zones.
  - For context, opportunity zones are generally defined by the IRS as economically distressed communities where new investments may be eligible for certain tax benefits.

- Their purpose is to spur economic development and job creation in distressed communities.
- So, for this priority consideration, again, it is for proposals that would enhance public safety in opportunity zones.
- I would strongly encourage you to follow the link in the solicitation on p.12 to the IRS website where you will find a map of opportunity zones identified in each state and territory, as well as FAQs and a host of other helpful information.
- P.27 of the solicitation also includes additional information about the types of documentation and justification to provide to support this priority consideration.
- It is important to note that all applicants will be judged on the totality of their proposals. So, in order to receive priority consideration, applicants must satisfy both the criteria for that particular priority consideration and meet all selection criteria defined throughout the solicitation.
- And applicants seeking to address one or more of the priority considerations must clearly identify them in the proposal.

Application Elements

1) Information to complete the application for federal assistance (SF-424)
2) Project abstract
3) Program narrative
4) Budget and associated documentation
5) Indirect-cost-rate agreement (if applicable)
6) Tribal authorizing resolution (if applicable)
7) Financial-management and system-of-internal-controls questionnaire (including applicant disclosure of high-risk status)
8) Disclosure of lobbying activities
9) Applicant disclosure of pending applications
10) Applicant disclosure and justification – DOJ High Risk Grantees

The next two slides cover mandatory application documents, which start on p.16 of the solicitation. There you will find detailed information on every element included on these slides.

•Please make sure to thoroughly read the solicitation, and carefully walk through all of the required elements to submit all the documentation. If an application is missing some elements, it could adversely affect the review. And if an award is made, there may be special conditions that could delay awardees' access to or use of grant funds until the missing elements have been provided.
•Also, if an application is missing any elements identified as critical, which include the program narrative, budget detail worksheet and budget narrative, Letter from Lead Agency (if applicable), and Letters of Support from members of the applicant's SCF team, those applications will not be passed through to peer review.
• OJP strongly recommends that applicants use appropriately descriptive file names, such as program narrative or project abstract. Please submit each document separately, and properly labeled as listed in the solicitation. This will assist us with a review.

Element number 1 - Information to complete the application for federal assistance (SF-424)
• Please make the descriptive title of the project short, and ensure that the name

and title of the Authorized Representative is correct. Authorized Representative is a designee with a signing authority.
- Also, the Point of Contact and Financial Point of Contact cannot be the same. The Point of Contact will be the primary contact, and the Financial Point of Contact will be responsible for submission of financial reports.

Project abstract
Program narrative
Budget and associated documentation
- This includes Budget Detail Worksheet and the Budget Narrative. The solicitation includes a link to an Excel file that combines both in a single document.
- Please make sure to show all computation, and sufficient breakdown of all costs. Failure to do so often leads to delays with budget approval process.
- The Budget Narrative should thoroughly and clearly describe **every** category of expense listed in the Budget Detail Worksheet.
- All costs must be reasonable, allocable, and necessary for project activities.
- If applicable, please include Information on Proposed Subawards and Procurement Contracts. The solicitation provides detailed information on the difference between the two, and a link to a Checklist to Determine Subrecipient or Contractor Classification.
Indirect-cost-rate agreement (if applicable)
Tribal authorizing resolution (if applicable)
Financial Management and System of Internal Controls Questionnaire (including applicant disclosure of high risk status) – also known as FCQ.
Please make sure that all questions are answered, and the document is signed. This is frequently omitted by oversight.
Disclosure of lobbying activities
Disclosure of pending applications
Applicant Disclosure and Justification – DOJ High Risk Grantees
A "DOJ High Risk Grantee" is a recipient that has received a DOJ High-Risk designation based on a documented history of unsatisfactory performance, financial instability, management system or other internal-control deficiencies, or noncompliance with award terms and conditions on prior awards, or that is otherwise not responsible.

Application Elements (Cont.)

11) Additional attachments include:
   a. Information about communication with DHS and ICE
   b. Documentation of benefit to QOZ (if applicable)
   c. Timeline/project plan
   d. Letter from lead agency (applicable only if the supervision agency is not the lead agency)
   e. Letter from research partner
   f. Letters of support from all other key partners
   g. Position descriptions
   h. Research and evaluation independence and integrity
   i. Disclosure of process related to executive compensation

You'll find the additional attachments to be included in the application starting on p.27 of the solicitation.

- The information about communication with the Department of Homeland Security and/or Immigration and Customs Enforcement is a new requirement this year stipulating generally that any recipient or subrecipient of award funds under this grant is able to comply with federal laws regarding communication with DHS and ICE concerning citizenship or immigration status.
    - P.12 includes more detailed information about this requirement and p.27 details the information to be provided by applicants under attachment 11a.
    - Note that the information must be provided for the primary applicant as well as any subrecipient designated in the application, but only if the subrecipient is a state or local government entity, or a public institution of higher education.
    - A subrecipient is an entity that is helping to carry out part of the OJP award or program. A research partner, for example, would be a subrecipient because they are carrying out the required research and evaluation components of the grant.
    - A contractor, on the other hand, is providing goods or services ancillary to the award. For example, an entity that provides drug-testing services would be a contractor.
    - Please see p.21 for more information about how to distinguish between subawards and procurement contracts.

Documentation of anticipated benefit to Qualified Opportunity Zones (if applicable)

Timeline/project plan for your project period.
Letter from lead agency demonstrating commitment to the project and to the research partnership.
Letter from research partner demonstrating commitment to the project.
Letters of support from all other key partners detailing the commitment to work.
Position descriptions for personnel in those roles.
Résumés/curricula vitarum (CV) for key personnel
Research and evaluation independence and integrity If an application proposes research (including research and development) and/or evaluation, the applicant must demonstrate research/evaluation independence and integrity, including appropriate safeguards, before it may receive award funds.

And, finally, Disclosure of process related to executive compensation

Next, I want to give you an overview of some of the key requirements under the grant that applicants should attend to in their proposal.

Program Coordinator
- One of the application components that I want to call your attention to is the commitment to hire a full-time, onsite program coordinator. The intent of requiring an onsite program coordinator is to ensure that this person is accessible to project partners and members of the SCF team, and is fully immersed in the day-to-day decisionmaking, partner engagement, and coordination efforts that are required to successfully stand up the program. This includes a range of activities from developing policies and procedures to implement SCF to fidelity monitoring and training for supervision staff.
- A question we have received in the past from applicants and grantees is what exactly we mean by onsite and what level of flexibility there is in meeting this requirement.
  - For example, it may be the case that there are 5 field offices implementing SCF responses. It would be perfectly appropriate for the program coordinator in this scenario to be located at the central office to be well positioned to coordinate efforts across the 5 offices.
  - There is some flexibility with applying this requirement in order to meet the needs of a particular jurisdiction, and we are always willing to answer questions

and troubleshoot to figure out the best approach for your jurisdiction.

Partner Support

- Cross-system partners, such as judges, prosecution, law enforcement, and corrections, are critical for successfully implementing SCF. Whomever you choose to be on your SCF team, they will need to provide a letter of support for the application that demonstrates their commitment to the proposed initiative. I would also encourage you to take a look at Appendix B of the solicitation, which gives a nice overview of the roles and responsibilities of key members of the SCF team.

Research Partner

- Applicants are required to have a research partner to evaluate the SCF program; however, you don't necessarily need to have identified your research partner when you submit the application.
- The application requires "a plan for identifying and selecting an experienced research partner as part of the SCF team." If you have a research partner in mind that you want to include in your proposal, maybe an individual or entity you have worked with in the past, that's perfectly acceptable. And if you don't have a research partner in mind and will be going through a competitive search process to identify one, that is also acceptable as long as you detail your plan for identifying and selecting a research partner with the requisite skills and knowledge. You can find resources to help you identify a research partner on p.9 and a list of core competencies for the research partner starting on p.35 of the solicitation.

Data Collection

- Data collection is an important part of the SCF project. You will need to have access to participant data to track outcomes and monitor fidelity, so as part of the grant application you must provide a description of the current data you have available to track individual project participants, including data tracked by other members of your SCF team. This will include things like court events, treatment, drug testing, violations, sanctions, and so on.
- It's ok if you don't have a system in place already to track all of the necessary data on project participants, but if there are gaps in your ability to collect the requisite data, you will want to detail in your proposal how you intend to fill those gaps.

Action Plan and Evaluation Plan

- And, finally, if awarded, grantees will have 6 months from when they receive final budget clearance to develop an action plan that describes, in detail, how they will implement and evaluate the SCF principles.
    - During this time, BJA will withhold all but $200,000 of the grant award. Grantees will gain access to the remaining award amount after BJA has reviewed and approved the action plan.
    - Keep in mind that if awarded, this is not something you have to develop from whole cloth. We have a template that will guide you through the action planning process, and of course the SCF Center will also be working with you as well.
    - You can find more detail on the action plan on p.8 and p.14 of the solicitation, and there is also a sample program and research model in Appendix C on p.46 that provides helpful information on some of the components that must be included in the action plan.

- The SCF Center, as the TTA provider, needs to understand what is happening in your system so we can help you, not monitor you.
- You will need data to conduct an evaluation, which includes
  - Sustainability planning and
  - Mid-term and final analyses and report
- Data are needed for BJA's quarterly PMT (performance measurement tool)
- Think about when preparing your proposal demands on IT and including this in proposal budget if needed

Program Coordinator

- Devoted full-time to the SCF project
- Primary contact person
- Monitors implementation
- Assures fidelity
- Collects data
- Coordinates team

- There is a lot to coordinate, so a full-time PC is required
- Coordinates all stakeholders/agencies on policies and practices
- Primary contact person for TTA provider and research partner
- Monitors implementation—e.g., is drug-testing schedule working with tester availability?
- Assures fidelity to implementation plan—e.g., are promised rewards being issued?
- Collects data—discussed in previous slide

You can't do this alone. This slide has some examples of partners you will likely need to coordinate with. The application requires letters of support from key partners and, should you receive a grant, you will need to engage your partners in the planning process. From previous grantees, we know that working with a broad array of partners is one of the more challenging aspects of implementing their SCF projects and also one of the most beneficial. These projects create a space in everyone's regular course of business for greater communication and collaboration. Often through this process partners identify practice improvements that get applied beyond their SCF implementation.

If funded, you will need a process to gather input from all partners throughout planning and implementation. This allows you to do more rapid problem-solving and make adjustments as you determine that they are needed. The program coordinator will need to be able to negotiate diverse partner needs/expectations while keeping the focus on the principles of SCF.

- If you get the grant, the SCF Center will be your TTA provider
- We'll walk you through your Action Plan development
- Then we'll be with you every step of the way: strategizing, startup, fidelity monitoring, and reporting
- As little or as much as you need—there are some grant requirements
- Onsite workshops and site visits, and available by email and phone

Questions?

- We're now going to open the floor for questions.
- You can submit a question through the Q&A feature on the screen.
- We will try our best to get through all of the questions. If there are any we are unable to get to in the time remaining, we post a full transcript of the Q&A session, which will include responses to any questions we are unable to cover during the live webinar.

For More Information

For technical assistance with submitting an application, contact Grants.gov Customer Support Hotline:

- 800-518-4726 or 606-545-5035
- Email support@grants.gov
- grants.gov/web/grants/support.html

For assistance with any unforeseen Grants.gov technical issues beyond an applicant's control that prevent it from submitting its application by the deadline, or any other requirements of the solicitation, contact the National Criminal Justice Reference Services (NCJRS) Response Center at:

- 800-851-3420
- 301-240-6310 (TTY)
- Email grants@ncjrs.gov
- Web chat webcontact.ncjrs.gov/ncjchat/chat.jsp

Thank you again for joining us this afternoon. Should you have any questions about the solicitation or the application process, there is contact information up on the screen where you can submit questions and find more information.

scfcenter.org

bja.gov