



The [U.S. Department of Justice](#) (DOJ), [Office of Justice Programs](#) (OJP), [Bureau of Justice Assistance](#) (BJA) is pleased to announce that it is seeking applications for funding of Second Chance Act Adult Offender Comprehensive Statewide Recidivism Reduction Demonstration Program. This program furthers the Department's mission by providing resources to states to achieve a reduction in a historical baseline recidivism rate through planning, capacity-building, and implementation of effective and evidence-based interventions.

Second Chance Act Adult Offender Comprehensive Statewide Recidivism Reduction Demonstration Program FY 2012 Competitive Grant Announcement

Eligibility

Applicants are limited to state departments of corrections.

Deadline

Applicants must register with [Grants.gov](#) prior to submitting an application. (See "How To Apply," page 15. All applications are due by 11:59 p.m. eastern time on May 21, 2012. (See "Deadlines: Registration and Application," page 4.

Contact Information

For technical assistance with submitting the application, contact the Grants.gov Customer Support Hotline at 800-518-4726 or 606-545-5035 or via e-mail to support@grants.gov.

Note: The [Grants.gov](#) Support Hotline hours of operation are 24 hours a day, 7 days a week, except federal holidays.

For assistance with any other requirement of this solicitation, contact the BJA Justice Information Center at 1-877-927-5657, via e-mail to JIC@telesishq.com, or by [live web chat](#). The BJA Justice Information Center hours of operation are 8:30 a.m. to 5:00 p.m. eastern time, Monday through Friday, and 8:30 a.m. to 8:00 p.m. eastern time on the solicitation close date.

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Second Chance Act Adult Offender Comprehensive Statewide Recidivism Reduction Demonstration Program CFDA 16.812

Overview

The Second Chance Act of 2007 ([Pub. L. 110-199](#)) provides a comprehensive response to the increasing number of incarcerated adults who are released from prisons and jails returning to communities. There are currently over 2.3 million individuals serving time in our federal and state prisons, and millions of people cycling through local jails every year. Ninety-five percent of all offenders incarcerated today will eventually be released and will return to communities.

The Second Chance Act Programs are designed to help communities develop and implement comprehensive and collaborative strategies that address the challenges posed by offender reentry and recidivism reduction. “Reentry” is not a specific program, but rather a process that starts when an offender is initially incarcerated and ends when the offender has been successfully reintegrated in his or her community as a law-abiding citizen.

Proposals under this solicitation should be systemic in nature and reflect a phased approach in the planning, capacity building, and specific programmatic interventions comprising a comprehensive strategy to achieve a reduction in a historical baseline recidivism rate.

In December 2011, the Council of State Governments Justice Center—with the support of BJA, the Pew Center on the States, and the Public Welfare Foundation—convened a State Leaders’ National Forum on Reentry and Recidivism in Washington, DC. The forum was attended by teams (corrections directors, statewide reentry coordinators, and reentry champions) for each of the 50 states, DC, and the U.S. Virgin Islands. A comprehensive [web page](#) of the event was developed and includes videos, presentations, and other information about the event. At the Forum, departments of corrections from states and territories were asked to develop comprehensive statewide plans to reduce recidivism in collaboration with other criminal justice stakeholders. BJA announced that it was setting aside up to \$5,000,000 from the FY 2012 Section 101 Second Chance Act Appropriation to support awards to departments of correction to plan and implement comprehensive statewide recidivism reduction plans that meet the eligibility requirements under the Second Chance Act outlined below.

Collaboration with Other Federal Agencies

BJA is working with the National Institute of Justice in support of the research and evaluation activities called for in the Second Chance Act. For more information on BJA’s implementation of the Second Chance Act initiatives and Frequently Asked Questions, visit BJA’s Second Chance Act web page at www.bja.gov/ProgramDetails.aspx?Program_ID=90.

BJA funds, under a cooperative agreement, the National Reentry Resource Center (NRRC) to provide training and technical assistance (TTA) for Second Chance Act grantees. The NRRC is coordinated by the Council of State Governments Justice Center, with support from BJA. For more information on the NRRC, visit www.nationalreentryresourcecenter.org.

Deadlines: Registration and Application

Applicants must register with Grants.gov prior to submitting an application. OJP encourages applicants to register with Grants.gov several weeks before the application submission deadline. The deadline to apply for funding under this announcement is 8:00 p.m. eastern time on May 21, 2012. See the “How To Apply” section on page 15 for more details. Note that while the deadline for submission is 11:59 p.m. eastern time on May 21, 2012, staff assistance through the BJA Justice Information Center is only available until 8:00 p.m. eastern time (see “Contact Information” on the title page for more information about BJA’s Justice Information Center).

Eligibility

Refer to the title page for eligibility under this program.

Second Chance Act Adult Offender Comprehensive Statewide Recidivism Reduction Demonstration Program—Specific Information

Section 101 of the Second Chance Act authorizes federal awards to states that may be used for demonstration projects to promote the safe and successful reintegration into the community of individuals who have been incarcerated or detained and reduce overall recidivism rates.

Recidivism Definition

For purposes of this solicitation, “recidivism” is defined in accordance with the current definition utilized by the applicant agency. This definition must be clearly articulated in the application and evidence of an established historical baseline recidivism rate provided. The applicant agency must document the capacity to continue to collect and maintain relevant data to track the recidivism rate according to the definition provided during the length of the project period and beyond.

Evidence-Based Programs or Practices

OJP considers programs and practices to be evidence-based when their effectiveness has been demonstrated by causal evidence (generally obtained through one or more outcome evaluations). Causal evidence documents a relationship between an activity or intervention (including technology) and its intended outcome, including measuring the direction and size of a change, and the extent to which a change may be attributed to the activity or intervention. Causal evidence depends on the use of scientific methods to rule out, to the extent possible, alternative explanations for the documented change. The strength of causal evidence, based on the factors described above, will influence the degree to which OJP considers a program or practice to be evidence-based. OJP’s CrimeSolutions.gov web site is one resource that applicants may use to find information about evidence-based programs in criminal justice, juvenile justice, and crime victim services.

Goals, Objectives, and Deliverables

The goal of Section 101 of the Second Chance Act is to provide support to eligible applicants, in this case specifically state departments of corrections, for the development and implementation of comprehensive and collaborative strategies that address the challenges posed by reentry to

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increase public safety and reduce recidivism. Objectives for this program are to fund, at the state level, effective strategies for reducing recidivism and enhancing public safety which incorporate the following principles: (1) focus on the people most likely to commit more crimes; (2) use evidenced-based programs proven to work and ensure the delivery of services is high quality; (3) deploy supervision policies and practices that balance sanctions and treatment; and (4) target places where crime and recidivism rates are the highest.

It is anticipated that successful applicants will develop a “phased approach” in order to develop a sound organizational infrastructure to support targeted programmatic interventions which should result in the desired reduction in overall recidivism. The first step will be the development of a strategic plan which incorporates all key stakeholders required to achieve the desired goal of a reduction in recidivism. Once the plan is developed it may require some systemic changes to build the capacity of the applicant to implement the identified desired programmatic interventions. Targeted technical assistance will be available from the National Reentry Resource Center to assist in both the completion of a strategic plan and a diagnosis of any systemic deficits which may need to be rectified, such as training appropriate staff in the use of evidenced-based practices including risk/needs assessments. Collaborative strategic planning should guide systemic capacity building and lead to the implementation of evidenced-based programmatic interventions targeted at specific offender population(s) to achieve the desired goal of overall recidivism reduction.

Phase 1: Planning and Capacity Building

Intensive technical assistance will be available from the NRRRC to assist with the design of a comprehensive, statewide strategic plan, which will include a measurable, ambitious, but realistic, goal for reducing recidivism statewide (e.g., reduce recidivism among parolees by 10 percent in 2 years). The comprehensive strategy should include recommended changes in policy and practice, a work plan to implement those changes and build statewide support for them, and a budget associated with this work plan.

In discussing this planning and capacity building phase, the applicant should address the following:

1. Provide a clear statewide definition of recidivism and an explanation of how that rate is calculated on a regular basis and reported to policymakers periodically so that changes can be routinely and effectively tracked over time.
2. Identify a realistic, but ambitious, target for reducing recidivism within a 2-year period.
3. Demonstrate interest among leaders in state government, including the governor, state legislators, and court officials, in participating on a task force or steering committee to develop and implement a plan to realize this goal of reduced recidivism. The following questions should be addressed: (1) Who will serve on the task force or steering committee, which must include representation of key stakeholders but also be of manageable size, to ensure broad support for a specific goal in recidivism reduction? (2) Who will chair this group? (3) Who will staff it? (4) How often will they meet and over what period of time

Note: BJA acknowledges that some states will utilize existing reentry councils or task forces for this purpose.

4. Review, within the context of the goal set, the state's strengths and areas for improvement regarding the strategies that research has demonstrated are essential to any comprehensive effort to change criminal behavior and reduce recidivism:
 - Risk/need assessment is used to determine program/service placement, inform the release decision, set supervision conditions and reporting requirements, and inform the response to non-compliance or violation behavior.
 - Programs provided are designed to change criminal behaviors and are grounded in research; quality is reviewed using a structured quality assurance process and steps to improve program quality are taken based on the findings.
 - Effective supervision strategies are used to encourage compliance with conditions of release and to ensure effective responses when someone does not comply with those conditions of release.
5. Describe what will the state do over a 6-8 month period to pinpoint what changes in policy and practice are necessary to improve in the following areas: 1) risk/needs assessment; 2) program quality; and 3) effective supervision?
6. Describe what, if any, types of intensive technical assistance (which is available to grantees in addition to whatever funding support they receive) would be of particular value to the state as it conducts a thorough review of existing policies and practices and develops its strategic, statewide plan to reduce recidivism?

Phase 2: Implementation

Approved uses for award funds in the implementation phase may include programs and services which address the following:

1. **Use Actuarial-Based Assessment Instruments for Reentry Planning.** There is strong evidence from the research literature that offender populations should be assessed to determine criminogenic risk and needs factors and assign supervision levels and services so that appropriate interventions can be delivered. Use of assessment instruments that are reliable, validated, and normed for a specific population increase the chances that individuals will be matched with the appropriate type of treatment and reentry services. Use of risk/needs assessment tools will allow for the identification of moderate and high risk offenders and allow program interventions to focus on the people most likely to commit more crimes.
2. **Target Criminogenic Needs that Affect Recidivism.** While offenders reentering the community have a variety of treatment and behavioral needs, which are themselves risk factors for future offending, criminogenic needs are the dynamic risk factors mostly closely associated with offending behavior. Criminogenic risk and needs factors include history of anti-social behavior; anti-social personality pattern; anti-social cognition; anti-social associates; and substance abuse. Behavioral change is possible if offenders are provided with tailored, sequential programming that addresses individual criminogenic needs that affect the risk of recidivism. Applicants are strongly urged to provide treatment interventions that target criminal thinking, especially for higher-risk offenders.

3. **Provide Sustained Case Planning/Management in the Community.** Reentry programs should ideally begin when the individual is first incarcerated and continue when the individual is released to the community. Since most offenders are at the highest risk of re-arrest the first few months after release, services should be most intensive at the time of release to the community. Applicants are strongly urged to use consistent pre- and post-release case management and supervision that is sustained over a period of at least 6 months and is especially responsive to the offender's transition from incarceration to the community. Projects should deploy supervision policies and practices that balance sanctions and treatment.
4. **Support a Comprehensive Range of Services for Offenders.** Based on an individual offender's risk/needs assessment, applicants are encouraged to make available a comprehensive range of programs and a process for addressing the dosage needs of individual offenders, including the following: treatment services that employ the cognitive, behavioral, and social learning techniques of modeling, role playing, reinforcement, resource provision, and cognitive restructuring; educational, literacy, vocational, and job placement services; substance abuse treatment (including alcohol abuse); housing, mental, and physical health care services; veteran-specific services as applicable; programs that encourage safe, healthy, and responsible family and parent-child relationships, and enhance family reunification, as appropriate; and mentoring. Applicants should use evidenced-based programs proven to work and ensure the delivery of services is high quality.
5. **Target Places Where Crime and Recidivism Rates are the Highest.** Applicants are encouraged to use available data to determine geographic areas/places which reflect higher than average crime rates and concomitant high recidivism rates.

Mandatory Requirements of a Comprehensive Reentry Program

Section 101 of the Second Chance Act is very clear in outlining the following Mandatory Requirements that must be addressed in an application to secure funding for a comprehensive recidivism reduction program:

1. A reentry strategic plan that describes the jurisdiction's long-term reentry strategy, including measurable annual and 5-year performance outcomes relating to the long-term goals of increasing public safety and reducing recidivism. One goal of the plan shall be a 50 percent reduction in the rate of recidivism over a 5-year period.
2. A detailed reentry implementation schedule and sustainability plan for the program.
3. Documentation reflecting the establishment of a Reentry Task Force comprised of relevant state, tribal, territorial, or local leaders and representatives of relevant agencies, service providers, nonprofit organizations, and other key stakeholders. The Task Force should examine ways to pool resources and funding streams and collect data and best practices in offender reentry from stakeholder agencies and organizations. BJA notes that this required task force and the strategic planning requirement above provide a key opportunity for local policymakers to work together to identify and address local barriers to effective reentry, including barriers that are policy or procedural in nature.
4. Discussion of the role of local governmental agencies, nonprofit organizations, and community stakeholders that will be coordinated by, and that will collaborate on, the offender

reentry strategy of the applicant, and certification of the involvement of such agencies and organizations. Participants in the creation of the reentry strategy should include representatives from the fields of public safety, corrections, housing, health, education, substance abuse, children and families, victims' services, employment, and business.

5. Extensive evidence of collaboration with state and local government agencies overseeing health, mental health, housing, child welfare, education, substance abuse, victims services, state child support, and employment services, and with local law enforcement agencies.
6. An extensive discussion of the role of state corrections departments, community corrections agencies, and local jail corrections systems in ensuring successful reentry of offenders into their communities.
7. Documentation that reflects explicit support of the chief executive officer of the applicant state, unit of local government, territory, or Indian tribe, and how this officer will remain informed and connected to the activities of the project.
8. A description of the evidence-based methodology and outcome measures that will be used to evaluate the program and a discussion of how such measurements will provide a valid assessment of the impact of the program. The primary objective of the Second Chance Act is to reduce recidivism.
9. A description of how the project could be broadly replicated if demonstrated to be effective.
10. A plan for the analysis of the statutory, regulatory, rules-based, and practice-based hurdles to reintegration of offenders into the community. (Note: this may be integrated into the strategic planning requirement and guided by the local task force discussed above.)

Target Population

Since this solicitation will assist in implementing a comprehensive state-level recidivism reduction plan with an ambitious and bold, yet reasonable goal, framing the description of a target population should be based on documented groups of offenders that significantly contribute to increased recidivism rates.

Target Population Data Collection and Local Research Partnerships

In applying for these grants, lead grantees and their sub-grantees agree to cooperate in any and all related research efforts and program evaluations by collecting and providing enrollment and participation data during all years of the project. Applicants also agree to provide detailed **individual-level** data, in the format specified by OJP during this time period (and for the following 5 years for recidivism data). This may include *but will not be limited to* the following: participant characteristics:

- Age
- Gender
- Race/Ethnicity
- Criminal history
- Educational history
- Incarceration history
- Employment history

- Substance abuse history
- Mental health history
- Family history
- Social and personal history
- Post-release recidivism
- Post-release employment
- Post-release housing

Intervention information:

- Service history
- In-program services provided
- Program costs
- Duration of services
- Point of service (pre-/post-release)

Applicants further agree to implement random or other modes of participant assignment, required by the evaluation design; cooperate with all aspects of the evaluation project; and provide comparable individual-level data for comparison group members.

Applicants are encouraged to consider a partnership with a local research organization that can assist with data collection, performance measurement, and local evaluations. One resource that applicants may be interested in using is the e-Consortium for University Centers and Researchers for Partnership with Justice Practitioners. The purpose of this e-Consortium is to provide a resource to local, state, federal, and other groups who seek to connect to nearby (or other) university researchers and centers on partnerships and projects that are mutually beneficial to the criminal justice community. The e-Consortium can be found online at www.gmuconsortium.org/.

Priority Considerations

Priority consideration will be given to applicants who:

- Have established and documented an historical baseline recidivism rate which will serve as the mark for determining the level of recidivism which results from the project.
- Target high-risk offenders as determined through use of a validated risk/needs assessment instrument documented to account for significant portions of the historical recidivism. These populations may include sex offenders, mentally ill offenders, or offenders who have been dually diagnosed with major mental health disorders and alcohol or substance addictions at the same time.
- Include a comprehensive, statewide strategic plan, which includes a measurable, ambitious, but realistic, goal for reducing recidivism statewide (e.g., reduce recidivism among parolees by 10 percent in 2 years). The comprehensive strategy must include recommended changes in policy and practice, a work plan to implement those changes and build statewide support for them, and specific evidenced-based intervention/programmatic strategies clearly tied to the recidivism reduction goal.
- Provide for an independent third-party evaluation/assessment documenting the impact of the project on reducing recidivism.

Amount and Length of Awards

Awards under this program will be made for up to \$1,000,000 for a 12-month project period.

All awards are subject to the availability of appropriated funds and to any modifications or additional requirements that may be imposed by law.

Applicants who are also applying under the “Second Chance Act Second Chance Act Adult Offender Reentry Program for Planning and Demonstration Projects FY 2012 Competitive Grant Announcement” must provide information to BJA on the strategies to coordinate and integrate both projects collaboratively for best outcomes for the jurisdictions.

Note: As indicated above, priority consideration will be given to those applications that have established and documented a historical baseline recidivism rate. See the Selection Criteria on page 20 for more information.

BJA advises applicants that in FY 2012, BJA is also supporting the Second Chance Act Demonstration Field Experiment: Fostering Desistance through Effective Supervision competitive solicitation, as well as potentially providing limited continuation funding for reentry programs competitively selected in previous years that have demonstrated strong progress. As a result of potentially limited continuation for existing awardees, applicants should expect more rigorous competition for funding through this solicitation.

Budget Information

Limitation on Use of Award Funds for Employee Compensation; Waiver

With respect to any award of more than \$250,000 made under this solicitation, federal funds may not be used to pay total cash compensation (salary plus bonuses) to any employee of the award recipient at a rate that exceeds 110 percent of the maximum annual salary payable to a member of the federal government’s Senior Executive Service (SES) at an agency with a Certified SES Performance Appraisal System for that year. The 2012 salary table for SES employees is available at www.opm.gov/oca/12tables/indexSES.asp. Note: A recipient may compensate an employee at a higher rate, provided the amount in excess of this compensation limitation is paid with non-federal funds. (Any such additional compensation will not be considered matching funds where match requirements apply.)

The limitation on compensation rates allowable under an award may be waived on an individual basis at the discretion of the Assistant Attorney General (AAG) for OJP. An applicant requesting a waiver should include a detailed justification in the budget narrative of its application. Unless the applicant submits a waiver request and justification with the application, the applicant should anticipate that OJP will request the applicant to adjust and resubmit its budget.

The justification should include the particular qualifications and expertise of the individual, the uniqueness of the service being provided, the individual’s specific knowledge of the program or project being undertaken with award funds, and a statement explaining that the individual’s salary is commensurate with the regular and customary rate for an individual with his/her qualifications and expertise, and for the work to be done.

Minimization of Conference Costs

No OJP funding can be used to purchase food and/or beverages for any meeting, conference, training, or other event. Exceptions to this restriction may be made only in cases where such sustenance is not otherwise available (i.e., extremely remote areas), or where a special presentation at a conference requires a plenary address where there is no other time for sustenance to be obtained. Such an exception would require prior approval from OJP. This restriction does not apply to water provided at no cost, but does apply to any and all other refreshments, regardless of the size or nature of the meeting. Additionally, this restriction does not impact direct payment of per diem amounts to individuals in a travel status under your organization's travel policy.

Updated Department of Justice and OJP guidance on conference planning, minimization of costs, and conference cost reporting will be forthcoming and will be accessible on the OJP web site at www.ojp.usdoj.gov/funding/funding.htm.

Costs Associated with Language Assistance (if applicable)

If an applicant proposes a program or activity that would deliver services or benefits to individuals, the costs of taking reasonable steps to provide meaningful access to those services or benefits by individuals with limited English proficiency may be allowable costs. Reasonable steps to provide meaningful access to services or benefits may include interpretation or translation services where appropriate.

For additional information, see the "Civil Rights Compliance" section of the OJP "Other Requirements for OJP Applications" web page (www.ojp.usdoj.gov/funding/other_requirements.htm).

Match Requirement

As required by the Second Chance Act, a match is required for all applications. A grant made under this program may not cover more than 50 percent of the total costs of the project being funded. The applicant must identify the source of the 50 percent non-federal portion of the budget and how match funds will be used. The recipient of a grant must provide a minimum of 25 percent of the total project cost in cash match, and 25 percent of the total project cost may be matched by making in-kind contributions of goods or services that are directly related to the purpose for which the grant was awarded. Federal funds received and cash match provided by the grantee shall be used to supplement, not supplant, non-federal funds that would otherwise be available for the activities funded under this section. **The applicant must identify the source of the 25 percent non-federal cash portion of the budget and how both cash and in-kind match funds will be used.**

Match Waiver:

The Attorney General may waive the match requirement upon a determination of fiscal hardship. To be considered for a waiver of match, a letter of request signed by the Authorized Representative must be submitted with the application defining the fiscal hardship. Fiscal hardship may be defined in terms related to reductions in overall correctional budgets, furloughing or reductions in force of correctional staff or other similar documented actions which have resulted in severe budget reductions.

Note: Once incorporated into the OJP-approved budget, the match becomes mandatory and subject to audit. Further, if a successful applicant's proposed match exceeds the required match

amount, the match amount that is incorporated into its OJP-approved budget is mandatory and subject to audit.

The formula for calculating match is:

$$\frac{\text{Federal Award Amount}}{\text{Federal Share Percentage}} = \text{Adjusted (Total) Project Costs}$$

$$\text{Required Recipient's Share Percentage} \times \text{Adjusted Project Cost} = \text{Required Match}$$

Example: For a federal award amount of \$750,000, match would be calculated as follows:

$$\frac{\$750,000}{50\%} = \$1,500,000 \quad 50\% \times \$1,500,000 = \$750,000 \text{ match}$$

Performance Measures

To assist the Department in fulfilling its responsibilities under the Government Performance and Results Act of 1993 (GPRA), Public Law 103-62, and the GPRA Modernization Act of 2010, Public Law 111-352, applicants that receive funding under this solicitation must provide data that measure the results of their work done under this solicitation. Award recipients will be required, post award, to provide the relevant data requested in the “Data Grantee Provides” column so that OJP can calculate values for the “Performance Measures” column by submitting quarterly performance metrics through BJA’s online Performance Measurement Tool (PMT) located at: www.bjaperformancetools.org. The following measures are examples of some of the core performance measures for the Second Chance Act Adult offender Comprehensive Statewide Recidivism Reduction Demonstration Program for Phase 1 and Phase 2.

Objective	Measure	Data Grantee Provides
Phase 1: Planning and Capacity Building Develop a reentry strategic plan that will provide offenders with appropriate evidence-based services—including addressing individual criminogenic needs—based on a reentry plan that relies on a risk/needs assessment that reflects the risk of recidivism for that offender.	Submit a Reentry Strategic Plan	Provide updates on the completion of key components of the Reentry Strategic Plan
	Reentry plan status	Describe any updates or modifications concerning the reentry plan implementation schedule and sustainability plan for the program.
	Data collection plan status	Describe any updates or modifications to the data collection plan and policy including how data will be collected and what indicators will be utilized upon implementation. Describe how data and program outcomes will be obtained by program managers and service providers
	Reentry task force composition	Provide the current status of the establishment of a Reentry Task Force. Include a description of relevant leaders, representatives of agencies, service providers, nonprofit organizations, and other key stakeholders
	Reentry population	Describe the target population including relevant information on demographics, risk level, and offense types

Objective	Measure	Data Grantee Provides
	Anticipated capacity	Enter the number of participants expected to be admitted to the reentry program per year of the grant
	Risk and needs assessment	A. What risk assessment instrument will be used, if any? B. Describe how offenders will be assessed
	Baseline recidivism	Describe how a baseline recidivism rate will be calculated for the proposed target population.
	Recidivism rate reduction	Discuss what level of reduction in recidivism you would consider to be success. Include a description of the follow-up period length (post-release), and the recidivism rate targeted such as arrest, conviction, revocation, and/or reincarceration.
Phase 2: Implementation Provide offenders with appropriate evidence-based services—including addressing individual criminogenic needs—based on a reentry plan that relies on a risk/needs assessment that reflects the risk of recidivism for that offender.	Percentage of participants who successfully completed the program	A. Number of participants enrolled in pre-release services B. Number of participants who completed pre-release services C. Number of participants enrolled in post-release services D. Number of participants who completed post-release services
	Percentage of unsuccessful program exits Percentage of program incompletes	A. Number of enrolled program participants B. Number of participants no longer in the program due to failure to meet program requirements C. Number of participants no longer in the program due to court or criminal involvement (technical violation, arrest, conviction, revocation, reincarceration) D. Number of participants no longer in the program due to a lack of engagement (no shows and nonresponsive participants) E. Number of participants no longer in the program due to absconding F. Number of participants no longer in the program due to relocating or case transfer G. Number of participants no longer in the program due to death or serious illness H. Number of participants who did not complete the program for other reasons (please specify) I. Specify other reasons
	The recidivism rate for program participants	A. Number of program participants B. Number of participants who had a technical violation of supervised release while participating in the program C. Number of participants who were arrested while participating in the program D. Number of participants who were convicted while participating in the program E. Number of participants who had a revocation of the terms of supervised release while participating in the program

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Objective	Measure	Data Grantee Provides
		F. Number of participants who were reincarcerated while participating in the program
	Rate of recidivism for the participants who have successfully completed the program.	A. Number of pre-release program participants who have successfully completed the program B. Number of participants who had a technical violation of supervised release after successfully completing the program C. Number of participants who were arrested for a new offense after successfully completing the program D. Number of participants who were convicted of a new offense after successfully completing the program E. Number of participants who had a revocation of the terms of supervised release after successfully completing the program F. Number of participants who were reincarcerated for a new offense after successfully completing the program

Submission of performance measures data is not required for the application. Instead, applicants should discuss in their application their proposed methods for collecting data for performance measures. Refer to the section “What an Application Should Include” on page x for additional information.

Note on Project Evaluations

Applicants that propose to use funds awarded through this solicitation to conduct project evaluations should be aware that certain project evaluations (such as systematic investigations designed to develop or contribute to generalizable knowledge) may constitute “research” for purposes of applicable DOJ human subjects protection regulations. However, project evaluations that are intended only to generate internal improvements to a program or service, or are conducted only to meet OJP’s performance measure data reporting requirements likely do not constitute “research.” Applicants should provide sufficient information for OJP to determine whether the particular project they propose would either intentionally or unintentionally collect and/or use information in such a way that it meets the DOJ regulatory definition of research.

Research, for the purposes of human subjects protections for OJP-funded programs, is defined as, “a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge” (28 C.F.R. § 46.102(d)). For additional information on determining whether a proposed activity would constitute research, see the decision tree to assist applicants on the “Research and the Protection of Human Subjects” section of the OJP “Other Requirements for OJP Applications” web page (www.ojp.usdoj.gov/funding/other_requirements.htm). Applicants whose proposals may involve a research or statistical component also should review the “Confidentiality” section on that web page.

Notice of Post-Award FFATA Reporting Requirement

Applicants should anticipate that OJP will require all recipients (other than individuals) of awards of \$25,000 or more under this solicitation, consistent with the Federal Funding Accountability and Transparency Act of 2006 (FFATA), to report award information on any first-tier subawards totaling \$25,000 or more, and, in certain cases, to report information on the names and total compensation of the five most highly compensated executives of the recipient and first-tier subrecipients. Each applicant entity must ensure that it has the necessary processes and systems in place to comply with the reporting requirements should it receive funding. Reports regarding subawards will be made through the FFATA Subaward Reporting System (FSRS), found at www.fsrs.gov.

Note also that applicants should anticipate that no subaward of an award made under this solicitation may be made to a subrecipient (other than an individual) unless the potential subrecipient acquires and provides a Data Universal Numbering System (DUNS) number.

How To Apply

Applications will be submitted through Grants.gov. Grants.gov is a “one-stop storefront” that provides a unified process for all customers of federal awards to find funding opportunities and apply for funding. Complete instructions on how to register and submit an application can be found at www.Grants.gov. If the applicant experiences technical difficulties at any point during this process, call the Grants.gov Customer Support Hotline at **800-518-4726** or **606-545-5035**, 24 hours a day, 7 days a week, except federal holidays. Registering with Grants.gov is a one-time process; however, **processing delays may occur, and it can take up to several weeks** for first-time registrants to receive confirmation and a user password. OJP highly recommends that applicants start the registration process as early as possible to prevent delays in submitting an application package by the specified application deadline.

All applicants are required to complete the following steps:

1. **Acquire a Data Universal Numbering System (DUNS) number.** In general, the Office of Management and Budget requires that all applicants (other than individuals) for federal funds include a DUNS number in their applications for a new award or renewal of an existing award. A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and keeping track of entities receiving federal funds. The identifier is used for tracking purposes and to validate address and point of contact information for federal assistance applicants, recipients, and subrecipients. The DUNS number will be used throughout the grant life cycle. Obtaining a DUNS number is a free, one-time activity. Obtain a DUNS number by calling Dun and Bradstreet at 866-705-5711 or by applying online at www.dnb.com. A DUNS number is usually received within 1-2 business days.
2. **Acquire or renew registration with the Central Contractor Registration (CCR) database.** OJP requires that all applicants (other than individuals) for federal financial assistance maintain current registrations in the CCR database. An applicant must be registered in the CCR to successfully register in Grants.gov. The CCR database is the repository for standard information about federal financial assistance applicants, recipients, and subrecipients. Organizations that have previously submitted applications via Grants.gov are already registered with CCR, as it is a requirement for Grants.gov registration. Note,

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however, that applicants must **update or renew their CCR registration annually** to maintain an active status. Information about CCR registration procedures can be accessed at www.ccr.gov.

3. **Acquire an Authorized Organization Representative (AOR) and a Grants.gov username and password.** Complete the AOR profile on Grants.gov and create a username and password. The applicant organization's DUNS number must be used to complete this step. For more information about the registration process, go to www.grants.gov/applicants/get_registered.jsp.
4. **Acquire confirmation for the AOR from the E-Business Point of Contact (E-Biz POC).** The E-Biz POC at the applicant organization must log into Grants.gov to confirm the applicant organization's AOR. Note that there can be more than one AOR for the organization.
5. **Search for the funding opportunity on Grants.gov.** Use the following identifying information when searching for the funding opportunity on Grants.gov. The Catalog of Federal Domestic Assistance (CFDA) number for this solicitation is 16.812, titled "Second Chance Act Prisoner Reentry Initiative," and the funding opportunity number is BJA-2012-3251.
6. **Complete the Disclosure of Lobbying Activities.** All applicants must complete this information. An applicant that expends any funds for lobbying activities must provide the detailed information requested on the form, *Disclosure of Lobbying Activities*, (SF-LLL). An applicant that does not expend any funds for lobbying activities should enter "N/A" in the required highlighted fields.
7. **Submit an application consistent with this solicitation by following the directions in Grants.gov.** Within 24–48 hours after submitting the electronic application, the applicant should receive an e-mail validation message from Grants.gov. The validation message will state whether the application has been received and validated, or rejected, with an explanation. **Important:** Applicants are urged to submit applications **at least 72 hours prior** to the due date of the application to allow time to receive the validation message and to correct any problems that may have caused a rejection notification.

Note: Grants.gov will forward the application to OJP's Grants Management System (GMS). GMS does not accept executable file types as application attachments. These disallowed file types include, but are not limited to, the following extensions: ".com," ".bat," ".exe," ".vbs," ".cfg," ".dat," ".db," ".dbf," ".dll," ".ini," ".log," ".ora," ".sys," and ".zip."

Note: Duplicate Applications

If an applicant submits multiple versions of an application, BJA will review the most recent version submitted.

Experiencing Unforeseen Grants.gov Technical Issues

If an applicant experiences unforeseen Grants.gov technical issues beyond the applicant's control that prevent submission of its application by the deadline, the applicant must e-mail the BJA Justice Information Center (see page 1 for contact information) **within 24 hours after the**

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application deadline and request approval to submit its application. The applicant must include in the e-mail: a description of the technical difficulties, a timeline of submission efforts, the complete grant application, the applicant DUNS number, and Grants.gov Help Desk tracking number(s) the applicant has received. **Note: Requests are not automatically approved by BJA.** After the program office reviews all of the information submitted, and contacts the Grants.gov Help Desk to validate the technical issues reported, BJA will contact the applicant to either approve or deny the request to submit a late application. If the technical issues reported cannot be validated, the application will be rejected as untimely.

The following conditions are not valid reasons to permit late submissions: (1) failure to begin the registration process in sufficient time, (2) failure to follow Grants.gov instructions on how to register and apply as posted on its Web site, (3) failure to follow all of the instructions in the OJP solicitation, and (4) technical issues experienced with the applicant's computer or information technology (IT) environment, including firewalls.

Notifications regarding known technical problems with Grants.gov, if any, are posted at the top of the OJP funding web page at www.ojp.usdoj.gov/funding/solicitations.htm.

What an Application Should Include

Applicants should anticipate that failure to submit an application that contains all of the specified elements may negatively affect the review of the application; and, should a decision be made to make an award, it may result in the inclusion of special conditions that preclude access to or use of award funds pending satisfaction of the conditions.

Moreover, applicants should anticipate that applications that are unresponsive to the scope of the solicitation, or that do not include application elements designated by BJA to be critical, will neither proceed to peer review, nor receive further consideration. Under this solicitation, BJA has designated the following application elements as critical: Program Narrative and the Budget Detail Worksheet and Budget Narrative. The Budget Detail Worksheet and Budget Narrative may be combined in one document. However, if only one document is submitted, it must contain **both** narrative and detail information.

OJP strongly recommends use of appropriately descriptive file names (e.g., "Program Narrative," "Budget Detail Worksheet and Budget Narrative," "Timelines," "Memoranda of Understanding," "Resumes") for all attachments. OJP recommends that resumes be included in a single file.

1. Information to complete the Application for Federal Assistance (SF-424)

The SF-424 is a standard form required for use as a cover sheet for submission of pre-applications, applications, and related information. Grants.gov and GMS take information from the applicant's profile to populate the fields on this form.

2. Abstract

The Abstract must provide an overall summary of the project and include the project's purposes, goals, and deliverables. The Abstract may be single or double-spaced, but must use a standard 12-point font (Times New Roman is preferred) with no less than 1-inch margins, and must not exceed 2 pages.

Permission to Share Abstract and Contact Information with Private Funders: It is unlikely that BJA will be able to fund all competitive applications, but may have the opportunity to share unfunded competitive application information with private foundations. Applicants should indicate whether they give BJA permission to share their Abstract and Contact Information for both the Authorized Representative and Point of Contact with potentially interested private foundations. Granting this permission will not affect BJA's funding recommendations, and if the application is not funded, it will not guarantee that information will be shared, nor does it guarantee funding from any other source.

3. Program Narrative

The Program Narrative must respond to the solicitation and the Selection Criteria (1-4) in the order given. The program narrative must be double-spaced, using a standard 12-point font (Times New Roman is preferred) with no less than 1-inch margins, and must not exceed 15 pages. Please number pages "1 of 15," "2 of 15," etc.

If the Program Narrative fails to comply with these length-related restrictions, noncompliance may be considered in peer review and in final award decisions.

The following sections should be included as part of the Program Narrative:

- a. Statement of the Problem
- b. Program Design and Implementation
- c. Capabilities and Competencies
- d. Impact/Outcomes, Evaluations, Sustainment, and Plan for Collecting the Data Required for this Solicitation's Performance Measures
Submission of performance measures data is not required for the application. Performance measures are included as an alert that successful applicants will be required to submit specific data to BJA as part of their reporting requirements. For the application, the applicant should indicate an understanding of these requirements and discuss how the applicant will gather the required data, should the applicant receive funding.

Further information is available under the Selection Criteria section, page 20.

4. Budget Detail Worksheet and Budget Narrative

a. Budget Detail Worksheet

A sample Budget Detail Worksheet can be found at www.ojp.gov/funding/forms/budget_detail.pdf. If the budget is submitted in a different format, the budget categories listed in the sample budget worksheet must be included. For questions pertaining to budget and examples of allowable and unallowable costs, please see the OJP Financial Guide at www.ojp.usdoj.gov/financialguide/index.htm.

Applicants must provide a proposed budget that is complete, allowable, and tied to the proposed activities. No more than 20 percent of the total grant award may be used for administrative purposes, data collection, performance measurement, and performance assessment. Applicants must budget funding to travel to DOJ-sponsored grant meetings.

Applicants should estimate the costs of travel and accommodations for three staff to attend two meetings, for 3 days, in Washington, DC.

b. Budget Narrative

The Budget Narrative should thoroughly and clearly describe every category of expense listed in the Budget Detail Worksheet.

- Proposed budgets are expected to be complete; reasonable and allowable; cost effective; and necessary for project activities.
- The narrative should be mathematically sound and correspond with the information and figures provided in the Budget Detail Worksheet.
- The narrative should explain how all costs were estimated and calculated and how they are relevant to the completion of the proposed project.
- The budget materials must include information on the 50 percent in-kind match requirement.
- The narrative may include tables for clarification purposes but need not be in a spreadsheet format. As with the Budget Detail Worksheet, the Budget Narrative should be broken down by year.

5. Indirect Cost Rate Agreement (if applicable)

Indirect costs are allowed only if the applicant has a federally approved indirect cost rate. (This requirement does not apply to units of local government.) A copy of the rate approval should be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant federal agency, which will review all documentation and approve a rate for the applicant organization or, if the applicant's accounting system permits, costs may be allocated in the direct cost categories. If DOJ is the cognizant federal agency, obtain information needed to submit an indirect cost rate proposal at www.ojp.usdoj.gov/funding/pdfs/indirect_costs.pdf.

6. Additional Attachments: Project Timeline, Position Descriptions, and Letters of Support

- **Project Timeline** with each project goal, related objective, activity, expected completion date, responsible person, or organization.
- **Position Descriptions** for key positions.
- **Letters of Support** from all key partners, detailing the commitment to work with the applicant to promote the mission of the project.

7. Other Standard Forms

Additional forms that may be required in connection with an award are available on OJP's funding page at www.ojp.usdoj.gov/funding/forms.htm. For successful applicants, receipt of funds may be contingent upon submission of all necessary forms. Note in particular the following forms.

a. [Standard Assurances](#)

Applicants must read, certify, and submit this form in GMS prior to the receipt of any award funds.

- b. [Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements](#)
Applicants must read, certify and submit in GMS prior to the receipt of any award funds.
- c. [Accounting System and Financial Capability Questionnaire](#)
Required for any applicant other than an individual that is a non-governmental entity and that has not received any award from OJP within the past 3 years; this form must be downloaded, completed, and submitted.

Selection Criteria

The following five selection criteria will be used to evaluate each application, with the different weight given to each based on the percentage value listed below after each individual criteria. For example, for the first criteria, "Statement of the Problem," this section is worth 15 percent of the entire application in the review process.

1. Statement of the Problem (15 percent out of 100)

- Clearly define the scope of the problem which the proposed project seeks to impact.
- Provide a clear statewide definition of recidivism and an explanation of how that rate is calculated on a regular basis and reported to policymakers periodically so that changes can be routinely and effectively tracked changes over time.
- Provide a description of the state's recidivism reduction strategy to date.
- Provide information that clearly articulates evidence of an established historical baseline recidivism rate and how the applicant will document the capacity to continue to collect and maintain relevant data to track the recidivism rate according to the definition provided during the length of the project period and beyond.

2. Program Design and Implementation (35 percent out of 100)

- Clearly articulate the recidivism reduction goal established for this project.
- Present a statewide strategic plan, which will include a measurable, ambitious but realistic, goal for reducing recidivism statewide (e.g., reduce recidivism among parolees by 10 percent in 2 years). The comprehensive strategy should include recommended changes in policy and practice, a work plan to implement those changes and build statewide support for them.
- Include in the plan two phases: 1) Planning and Capacity Building, and 2) Implementation.
- Address the six Planning and Capacity Building phase criteria outlined on pages 5- 6.
- Identify the target population for service delivery and describe how services will be delivered within the context of the allowable uses of Implementation phase funds on pages 6-7. Indicate how many people will be served through this program.

- Address all ten Second Chance Act Section 101 Mandatory Requirements as discussed on pages 7-8.

3. Capabilities and Competencies (25 percent out of 100)

- Describe the management structure and staffing of the project, identifying the agency responsible for the project and the project coordinator.
- Demonstrate the capability of the implementing agency and collaborative partners to implement the project, including gathering and analyzing information, developing a plan, and evaluating the program.

4. Impact/Outcomes, Evaluation, and Sustainment, and Plan for Collecting the Data Required for this Solicitation's Performance Measures (15 percent out of 100)

- Describe the process for assessing the initiative's effectiveness through the collection and reporting of the required performance metrics data (see "Performance Measures," page 12).
- Identify goals and objectives for program development, implementation, and outcomes.
- Describe how performance will be documented, monitored, and evaluated, and identify the impact of the strategy once implemented.
- Outline what data and information will be collected and describe how evaluation and collaborative partnerships will be leveraged to build long-term support and resources for the program.
- Discuss how this effort will be integrated into the state justice system plans or commitments, how the program will be financially sustained after federal funding ends, and the expected long-term results for the program.

5. Budget (10 percent of 100)

- Provide a proposed budget that is complete; reasonable and allowable; cost effective, and necessary for project activities.

Note: No more than 20 percent of the total grant award may be used for administrative purposes, data collection, performance measurement, and performance assessment.

Review Process

OJP is committed to ensuring a fair and open process for awarding grants. BJA reviews the application to make sure that the information presented is reasonable, understandable, measurable, and achievable, as well as consistent with the solicitation.

Peer reviewers will review the applications submitted under this solicitation that meet basic minimum requirements. BJA may use either internal peer reviewers, external peer reviewers, or a combination, to review the applications under this solicitation. An external peer reviewer is an expert in the subject matter of a given solicitation who is NOT a current DOJ employee. An internal reviewer is a current DOJ employee who is well-versed or has expertise in the subject matter of this solicitation. Applications that meet basic minimum requirements will be evaluated, scored, and rated by a peer review panel. Peer reviewers' ratings and any resulting

recommendations are advisory only. In addition to peer review ratings, considerations for award recommendations and decisions may include, but are not limited to, underserved populations, geographic diversity, strategic priorities, past performance, and available funding.

The Office of the Chief Financial Officer (OCFO), in consultation with BJA, conducts a financial review of applications for potential discretionary awards to evaluate the fiscal integrity and financial capability of applicants; examines proposed costs to determine if the Budget Detail Worksheet and Budget Narrative accurately explain project costs; and determines whether costs are reasonable, necessary, and allowable under applicable federal cost principles and agency regulations.

Absent explicit statutory authorization or written delegation of authority to the contrary, all final award decisions will be made by the Assistant Attorney General (AAG), who also may give consideration to factors including, but not limited to, underserved populations, geographic diversity, strategic priorities, past performance, and available funding when making awards.

Additional Requirements

Applicants selected for awards must agree to comply with additional legal requirements upon acceptance of an award. OJP strongly encourages applicants to review the information pertaining to these additional requirements prior to submitting an application. Additional information for each requirement can be found at www.ojp.usdoj.gov/funding/other_requirements.htm.

- Civil Rights Compliance
- Faith-Based and Other Community Organizations
- Confidentiality
- Research and the Protection of Human Subjects
- Anti-Lobbying Act
- Financial and Government Audit Requirements
- National Environmental Policy Act (NEPA)
- DOJ Information Technology Standards (if applicable)
- Single Point of Contact Review
- Non-Supplanting of State or Local Funds
- Criminal Penalty for False Statements
- Compliance with [Office of Justice Programs Financial Guide](#)
- Suspension or Termination of Funding
- Nonprofit Organizations
- For-profit Organizations
- Government Performance and Results Act (GPRA)

- Rights in Intellectual Property
- Federal Funding Accountability and Transparency Act (FFATA) of 2006
- Awards in Excess of \$5,000,000 – Federal Taxes Certification Requirement
- Active CCR Registration

Provide Feedback to OJP on This Solicitation

To assist OJP in improving its application and award processes, we encourage applicants to provide feedback on this solicitation, application submission process, and/or the application review/peer review process. Feedback can be provided to OJPSolicitationFeedback@usdoj.gov.

Application Checklist

FY 2012 Second Chance Act Adult Offender Comprehensive Recidivism Reduction Demonstration Program

This checklist has been created to assist with developing an application.

Eligibility Requirements:

- Applicant agency meets eligibility requirements (see title page)
- The proposed budget is within the allowable limits (up to \$1,000,000 for 12 months) (see page 10)

What an Application Should Include:

- SF 424 Form (see page 17)
- Abstract (see page 17)
- Program Narrative * (see page 18)
 - Statement of the Problem/Program
 - Project Design and Implementation
 - Capabilities/Competencies
 - Impact/Outcomes, Evaluation, Sustainment, and Plan for Collecting the Data Required for this Solicitation's Performance Measures
- Budget Detail Worksheet and Budget Narrative * (see page 18)
- Disclosure of Lobbying Activities (SF-LLL) (see page 16)
- Indirect Cost Rate Agreement (if applicable) (see page 19)
- Additional Attachments (see page 19)
 - Project Timeline
 - Position Descriptions
 - Letters of Support
- Other Standard Forms including (as applicable) (see page 19)
 - Accounting System and Financial Capability Questionnaire

*** Note:** These elements are the basic minimum requirements for applications. Applications that do not include these elements shall neither proceed to peer review nor receive further consideration by BJA. The Budget Narrative and Budget Detail Worksheet may be combined into one document. For more information on these documents refer to page 18.

Appendix

Second Chance Act Grantees: What You Need to Know to Ensure Your Program is Built on Principles of Effective Practice

Fundamental Principles of Evidence-Based Correctional Practice

The primary objective of the Second Chance Act is to reduce recidivism. Based upon reliable research findings, there are six fundamental principles of evidence-based correctional practice that are widely accepted as strategies to reduce future criminal behavior.

- 1) Objectively Assess Criminogenic Risks and Needs:** Maintain a comprehensive system to establish risk screening and needs assessment. The actuarial assessment of offenders—in a reliable and valid manner—is essential for the effective supervision and treatment of people returning from prisons, jails, and juvenile facilities (Andrews and Bonta, 1998). The levels of supervision and services for individual offenders must be matched to individual risk and need.
- 2) Enhance Intrinsic Motivation:** Staff must be able to relate to offenders in interpersonally sensitive and constructive ways in order to enhance intrinsic motivation in offenders. Research findings suggest that motivational interviewing or other cognitive-behavioral communication techniques can effectively enhance the offender's desire to initiate and maintain behavior changes (Miller and Rollnick, 2002; Miller and Mount, 2001).
- 3) Target Higher-Risk Offenders:** Prioritize primary supervision and treatment resources for offenders who are at higher risk to re-offend. Consistent findings from a wide variety of recidivism studies show that supervision and treatment resources focused on lower-risk offenders produce little if any positive effect on the rates of subsequent criminal behavior (McGuire, 2001, 2002) and can at times increase the risk level of low-risk offenders. Maximum benefit is gained only when intervention resources are directed to moderate- and high-risk offenders.
- 4) Address Offenders' Greatest Criminogenic Needs.** The greatest emphasis must be placed on addressing those needs which are most closely associated with criminal behavior. When the factors that lead the offender to commit crimes are effectively addressed, that person is less likely to commit crime (Elliot, 2001).
- 5) Use Cognitive-Behavioral Interventions:** These strategies are focused on changing the offender's thinking patterns in order to change future behavior. The most effective interventions provide opportunities for participants to practice new behavior patterns and skills with feedback from program staff.
- 6) Determine Dosage and Intensity of Services:** Higher-risk offenders require significantly more structure and services than lower-risk offenders. High-risk offenders should receive a minimum of 300 hours of cognitive-based interventions, moderate-risk offenders should receive a minimum of 200 hours, and low-risk offenders should receive a minimum of 100 hours of cognitive-based interventions. Additionally, during the initial 3 to 9 months post-release, 40–70 percent of high-risk offenders' free time needs to be occupied with

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delineated routine and appropriate services (Bourgon and Armstrong, 2006; Latessa, 2004; Gendreau and Goggin, 1995).

Important Things to Understand From the Research:

- Correctional staff needs to work with offenders to ensure they have the tools needed for success in the community.
- Correctional and community staff must understand the importance of working with ***moderate- and high-risk*** offenders rather than low-risk offenders in order to demonstrate that their program can decrease recidivism.
- The most effective organizational-change strategies involve supervision and coaching of staff to reinforce the expected way of doing business—training alone is not sufficient.

Questions to Ask As You Launch Your Program:

- Who are you targeting for your program?
- Do the risk and needs of your target population match the services and supports you've funded through your Second Chance grant?
- When and how are the risks and needs of your target population assessed?
- Following the risk/need assessment, are the services, supervision, and interventions recommendations developed with the offender?
- Are these interventions based upon a systematic assessment of individual levels of risk and criminogenic needs?
- How are services coordinated for your target population as they move from the institutional phase, to the reentry phase, to the community phase?
- How is programming that is begun in prison linked to the programming that the offender receives in the community?
- How are supervision and treatment resources prioritized for moderate- and high-risk offenders?
- Are your interventions cognitive-behavioral based?
- What data is collected on individuals?
- Do you collect case-level data on which of your program participants have (1) housing, (2) employment, (3) substance abuse treatment (if necessary), (4) mental health treatment (if necessary), and (5) social support?

References:

Andrews, D.A., and J. Bonta (1998). *The Psychology of criminal conduct*. Cincinnati: Anderson Publishing Co.

Bourgon, G., and B. Armstrong (2006). Transferring the Principles of Effective Treatment into a "Real World" Setting. *Criminal Justice*, 32(1), 3-25.

Elliott, D. (2001). Youth violence: A report of the Surgeon General.

Gendreau, P. and C. Goggin (1995). Principles of effective correctional programming with offenders. Center for Criminal Justice Studies and Department of Psychology, University of New Brunswick, New Brunswick.

Latessa, E.J. (2004). The challenge of change: Correctional programs and evidence based practices. *Criminology & Public Policy*, 3(4), 547-560.

McGuire, J. (2002). Evidence-based programming today. Paper presented International Community Corrections Association Conference, Boston, MA, November 2002.

McGuire, J. (2001). What works in correctional intervention? Evidence and practical implications. Pp. 25-43 in *Offender rehabilitation in practice: Implementing and evaluating effective programs*, edited by D.F. Gary Bernfeld, Alan Leschied. New York, NY: John Wiley & Sons, LTD.

Miller, W. and S. Rollnick (2002). *Motivational Interviewing: Preparing people for change*. New York, NY: Guilford Press.

Miller, W. and K.A. Mount (2001). "A small study of training in Motivational Interviewing: Does one workshop change clinician and client behavior?" Albuquerque, NM.