

JULIANA PALMER: Good afternoon. For those who have joined us today, thank you for taking time out of your busy day. We're going to give folks a few more minutes to join and then we will get started.

Good afternoon, everyone. We've got a few people who are currently in the process of joining, but to be respectful of everyone's time, we will go ahead and kick this webinar off today.

My name is Juliana Palmer. I'm a Policy Advisor here at the Bureau of Justice Assistance. And we are coming together today to hear a little bit more about the Rural and Small Department Volent Crime Reduction grantee orientation. If you are here, it is because you received a grant through this program, so congratulations. We look forward to working with everyone. I'm joined today by Angela Balchi and Ivette Ruiz, who we'll hear from shortly. And we will be fielding some questions at the end of this webinar. So we encourage you as we're going through the presentation that if you have questions feel free to drop them in the chat. We may get to them throughout the presentation, but we want to make sure that you don't forget that question. So we encourage you to utilize the chat function. I have also muted everyone who has joined. At the end, if you have a question that you would rather unmute and ask the presenters, you can certainly do so by hitting the unmute button, or if you've called in, it's star 6 to unmute and star 6 to mute yourself again.

So with that said, we'll get started with the presentation today. Just a little bit of insight to what we're going to be going over. Just a little bit of information about the Office of Justice Programs and the Bureau of Justice Assistance. An overview of the program that you received a grant award through. Ivette will talk about some Grant Program Requirements. Angela will go over Performance Management at BJA and what you can expect from the Performance Management Requirements. We'll talk a little bit about some additional resources, next steps, and then as mentioned, we will end with a Q&A.

So, as mentioned, welcome, just wanted to go over the Office of Justice Programs, which BJA is situated under. So the Office of Justice Programs, also known as OJP, is a component of the Department of Justice that provides grant funding, training, research, and statistics to the criminal justice community on a wide variety of issues. OJP is one of three grant-making components of DOJ, along with the Office on Violence Against Women and the Office of Community Oriented Policing Services. As you can see on the screen here, these are some of OJP's components: BJA along with the Bureau of Justice Statistics, the National Institute of Justice, Office for Victims of Crime, the Office of Juvenile Justice and Delinquency Prevention, and the SMART Office, the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. We like

our acronyms.

So, a little bit about BJA. Our mission is to provide leadership and services in grant administration and criminal justice policy development to support state, local, and tribal justice strategies. We work with communities, governments, and nonprofit organizations throughout the country on a wide range of activities that seek to reduce crime, recidivism, and unnecessary confinement. We are led by our Director, Karhlton Moore, who is fantastic. If you ever have the opportunity to hear him speak or meet him in person, he is wonderful.

We provide various supports to the criminal justice field, including funding, education, equipment, and consulting services, and training and technical assistance.

So, a little bit about our program and why we're here today. And before we get started, I just encourage those who are here to provide an insight for us to hear some of the greatest violent crime challenges your jurisdiction is facing. Your response to the solicitation demonstrates that there are challenges that your community is facing.

Given the population that this grant program serves, both small and rural communities, as well as tribal agencies as well, we'd love to hear and see some of the challenges that you all are facing. And no doubt that we're going to be hearing more about some of those challenges as we move forward in our work, connect you with the training and technical assistance provider through this program, and continue supporting your efforts in these areas. And I am actually unable to see the chat function. Are you able to read any of the responses that are coming through? Ivette, you're muted. Sorry.

IVETTE RUIZ: Oh, my apologies. Yes, I'm able to see the chat and someone—Monique—is having challenges with her audio function, so just want you to click on “more options” at the bottom of the screen and you should be able to switch your audio from the computer to a phone. So yes, I can answer or vet any questions as they come up. But no, I'm not seeing any responses related to this question as of yet.

JULIANA PALMER: Okay. And I actually was able to see one pop up. This will be recorded and provided at a later date. And we will be able to share these slides with you following the event.

So just going to take a little bit of time to go over the initiative, our Small and Rural Violent Crime Reduction Program. You may have joined us for our TTA webinar earlier in 2023 where we went over this program. But really just as a reminder what the goals

of this program are set to accomplish, and what some of the activities will be that we're going to be working with all of you on.

So, through this program in particular, we're looking to support small and rural agencies and your efforts to combat violent crime. We are going to provide funding to small and rural agencies or to prosecutors who are interested in implementing or improving the capacity around one or more critical elements found in BJA's resources, the Violent Crime Reduction Operations Guide, or the Prosecutor's Guide for Reducing Violence and Building Safer Communities.

Some of the activities include completing the Violent Crime Reduction Operations Guide online assessment tool. This is a component that must be taken in order for you to really begin working on your implementation strategy, alongside the training and technical assistance provider. Applicants had to select one or more of the critical elements within the guide to improve their capacity as part of the overall violent crime reduction strategy, and partner with a researcher or a subject matter expert to monitor the activities identified for the project. We're also going to look to implement programming that reflects an enhanced capacity as outlined in the guide, and deploy agency resources which may range from personnel, services, analytic tools that meet the capacity enhancement goal.

We'll work with you to attract progress and outcomes, and you will be working with the training and technical assistance provider, Justice and Security Strategies, who has joined us today. We'll be doing a webinar with them in the future, so you can hear more about their role in providing training and technical assistance through this initiative.

Your response to the solicitation means that you reference the guide, which outlines critical elements that discuss capabilities for any agency fighting violent crime. And just to go over some of those components, they range from community engagement, accountability, resources and sustainability, training and tactics, analytics and intelligence, technology, and partnerships. So all of the applications that we received had one or more of these components integrated throughout the project activities. And we're looking forward to seeing how your implementation of some of these elements helps reduce violent crime in your community.

We do have some previous program funding that was specific for rural agencies, but some of that funding has been previously and currently is in the process of being used to support various rural violent crime challenges, including assaults, robberies, and sexual assault; intimate partner violence; child abuse and exploitation; homicides; narcotics-related violent crime; gang-related violent crime; and firearms-related violent

crime. And with that said, I will hand it over to Ivette to go over some of the grant program requirements. This is the information that I really think a lot of you have been waiting for to better understand what the next steps are to get you started in this process. So with that said, Ivette, I'll hand it over to you to introduce yourself and get started on this next section.

IVETTE RUIZ: Thank you. Next slide. So hello, everyone. Congrats on your new award. I'm Ivette Ruiz and I'm the Grants Manager managing this portfolio. I'm happy to work with you in the future, and welcome to BJA.

There are few items regarding the award acceptance process that I want to highlight. Remember that this is a legally-binding contract between the federal government and your agency, and it must be accepted by the Authorized Representative. You have a period, about 45 days, to accept this award. We know that there are some extenuating circumstances in which just a very limited number of you have not been able to accept the award yet because you require the city council approval. So we work with everybody in terms of just giving you more flexibility if that's the case. But under normal circumstances, we like to see the acceptance within the 45-day period if possible.

There are definitely award conditions that are attached to each of these awards and they appear under the "Awards" tab in your JustGrants records. We're going to go over that in a little bit, but there may be some withholding conditions and what that means [is] a hold on your grant dollars. When in doubt, always, what we tell our grantees is reach out to me in this case as your Grant Manager to answer any questions you may have about the award acceptance process, programmatic, financial, and administrative questions. So let's go ahead and go to the next slide, please.

Special Award Conditions. So like I said, there are withholding conditions that may be placed on your award. The number one, most common one, is obviously that your budget has not been cleared by OCFO. That was pretty much a hundred percent of all of the grants were affected by that this year. So, many of you have been able already to get your budget cleared. And what that means is that that withholding has been removed. Some of you are still in the process of clearing your budgets. We're going to go a little bit more in depth on that process a little bit. But essentially, everybody had that condition placed on them. Some of you also may have additional conditions placed on your grant and that may include some missing documents, such as lobbying, disclosure, or a statement where you've applied for this type of funding under other federal grants. So just be mindful that if you have withholding conditions, those must be removed and resolved before the funds can be obligated, expended, or drawn down.

Definitely, we've been working very closely already in clearing some of the conditions, the withholding conditions placed on your grant. Next slide.

I believe this group, this cohort, has been very proactive in reaching out to me already. I pretty much have talked to everybody so far.

So, another requirement in terms of financial information that we want to share with you today is that we require that recipients agree to read and comply with the financial administrative requirements that are set forth in our DOJ Financial Management Guide and 2 C.F.R. 200 Uniform Administrative Requirements.

FEMALE: Yes. When [INDISTINCT] when I call today?

IVETTE RUIZ: I think someone has to mute their phone. Let me see. Maybe Juliana can mute this person that dialed in now. All right. So, essentially what OCFO is looking for is that all the costs that you proposed in your budget are reasonable, allocable, and necessary to the project. They will be looking for in your budget that all costs conform to federal cost categories, have correct calculations, include only allowable costs, and accurately identify subrecipients and contractors. So those are the key elements that OCFO is zeroing in on. Be mindful that once the budget clears and if you submit a reimbursement request, that you are expected to disburse those funds immediately or within a 10-day timeline. If the funds are not spent within those 10 days, they must be returned to the federal agency. So next slide, please, Juliana.

So, this is just a graphic of what's happening in terms of your budget review. There's a bulk of you that OCFO has already reviewed your budget and they didn't need any revisions or clarifications. So OCFO approved the budget and the Grant Manager, I issued a release for the funding. There is maybe half of you where a clarification or revision is required, and all of that is done within the JustGrants system. So essentially you will receive a notice from JustGrants and it's a GAM requesting a change request GAM. You'll need to review that, look at what all the concerns are, and address those concerns in the newly revised budget, submit that. In this case, it goes through me. I take a look. If everything is addressed, then I'll forward it to OCFO, and OCFO admits the final approval, and then I will release the hold on your funding. So next slide, please.

There is a Grants Financial Management Training for personnel assigned to this grant. So specifically, all Points of Contacts, including Grant Award Administrators and Financial Managers, are required to take this training within the first 120 days from accepting the award. You may have taken this training in years past, but it has to be renewed every three years for those of you who've had other BJA grants. And we

provide at the bottom of the page, the link to the training, so you'll go there, put in your grant number. And there's many modules and you're required to take a test at the end of the training. And once done, you can generate a certificate and send that to me so that I can make note of it in JustGrants. Next slide.

Now in terms of the Reporting Requirements for this program, you are required to submit FFRs—Federal Financial Reports—to JustGrants. And essentially those are due on a quarterly basis. They're due 30 days after the quarter ends and they're submitted by the Financial Manager. In terms of the Programmatic Reports, those are due biannually. And you'll see that the next due reports for both FFRs and the biannual will be due January 30th, 2024. In terms of the performance report, those can only be submitted by the Grant Award Administrator, or alternate Grant Administrator may edit it and prepare it, but not submit it. Next slide, please.

Now, some things to note in terms of the FFRs and the Progress Reports. Make sure that your FFR—you report funds that are obligated or have been expended, not drawn down amounts. Ensure funds that have been obligated align with the approved budget. These reports are done in a quarterly basis and are cumulative.

Now, if you have questions about any submittal that you've done, you may contact the Office of the Chief Financial Officer because it's actually that division that validates your reports. In terms of progress reports, you'll be answering questions related to performance measures that were specifically written in the solicitation that may include detailing what are your successes and challenges, and elaborating on accomplishments, and providing detail about the strategies that you're devising, and meeting those challenges. Please note that JustGrants may automatically freeze your grant funds if your reports are delinquent. Also, late reports may influence how your award risk is assessed by OJP and may affect subsequent applications. So let's move on to the next slide.

Now, this is for later down the road. I think we're too early in this phase of the implementation of the award. Later down the road, though, modifications may happen. And although all modifications to the budget or the scope of the work will require prior approval by grants management, and so you will be required to submit something that's called a GAM, it's a Grant Award Modification, and this is done in JustGrants. The next slide I think provides a better overview, so let's move on to the next slide.

So, like I said, they require prior approval and they must be submitted in JustGrants. The Programmatic, let's say that you have some changes in Programmatic Costs, so you can submit a Programmatic GAM. Also, in terms of scope, like a change in scope,

what that means is you're altering some Programmatic activities or adding subawardees or changing the project side or changing key staff. Now, in terms of Financial, like for instance, the budget clearance GAM prepared by OCFO, that is under the Financial category.

Also you may submit a budget modification if you're moving on more than 10% of funds from one category to another. Many of you actually have submitted already to me sole source GAMs. And what that means is you have a vendor that is the only one who have the expertise or the equipment, and you're asking for prior approval to buy that equipment as a sole source. So we can move on to the next slide, please.

So, us as grant managers, we also conduct monitoring activities. We will be conducting on an annual basis desk reviews, ensuring that everything is on track with your grants. We get in touch with you if we see any delinquent reports or GAMs that require greater clarification and such. We also conduct face-to-face site visits, and also conduct virtual visits. So maybe at some point during the life of your grant, we may be doing that. And maybe perhaps some of you who are more experienced with BJA already have gone through all those processes. Other operatives may also conduct either financial reviews. Those are done by the Office of the Chief Financial Officer. And there may be, if there are issues with any grant, the Office of Inspector General may conduct audits or investigations as well. So there's a lot of layers to the Grant Monitoring and ensuring that everybody's on track. The next slide, please.

Now, how to effectively work with us? We definitely are here and available to troubleshoot and meet with you about any issue or question you may have, especially if the request or the question is a little unusual. Make sure to set up the time to talk to us via phone or WebEx, so that we can troubleshoot that. We have a large portfolio. So let's say if you send me a note and then I've not responded that same day, just follow up via email with us. We're good with you following up. Now, something for you to note too is that your JustGrants electronic record, it lists who your program manager is. And so, if further down the line there might be some changes in terms of moving BJA personnel from one program to another, just always check the JustGrants record for the most updated assigned grant manager if you know that. Our office contact information is definitely there. All right. And now I'm going to—yes, I'm done with this slide—and now I'm going to turn it over to my colleague here, Angela Balchi, who's going to speak on Performance Management measures.

ANGELA BALCHI: Thank you, Ivette. So as mentioned, this portion of the orientation we'll go over what is Performance Management at BJA. So we'll be discussing what are

the data that is required and when you need to report it, where reporting happens, when it is due, and how to report your data. Next slide.

So what is Performance Management at BJA? Performance Management is the process by which grantees are regularly collecting data on their grant activities in order to determine whether they're implementing those activities as intended and achieving their desired goals and objectives. So through performance measures, we capture inputs, outputs, and outcomes over time. And this can enable pre- and post-comparisons that can lead us to assess change over time. And BJA has established performance measures for each individual grant program. So these measures were included in the original solicitation that you responded to. And I'll review some of the specifics of the raw violent crime questionnaire performance measures later in this presentation. But you can find additional information and several resources on the OJP Grant Performance Measurement and Progress Reporting Information Portal and the Performance Measurement website. And both are listed there below and those can be very helpful throughout your reporting process. Next slide.

Why does BJA use performance measures? Again, performance measures have many purposes and benefits not only to BJA, but also to you and your program. First, they allow BJA to look at your program holistically as well as at the individual local level to identify areas of success and potential opportunities for improvement. This helps BJA to provide targeted training and technical assistance resources to subjects that may need them the most. BJA also regularly receives data requests sometimes from Congress or the White House. And we rely on the data provided by grantees to respond to those inquiries. BJA also regularly tracks progress towards overall program goals and reports on them through annual key performance indicators to leadership and the White House during budget formulation. Finally, the Department of Justice is required to comply with several reporting requirements of federal laws, including the GPRM Modernization Act, the Data Act, and the GREAT Act. Next slide.

What data will I need to report? There are three required sources of data that you'll use to report: performance measures, narrative questions, and closeout questions.

Performance measure questions are a series of questions for your program that measure outcomes of grant activities and demonstrate the accomplishment of goals and objectives of BJA programs. Narrative questions are a series of open-ended narrative response questions that are specific to your individual programs, goals, objectives, barriers, and successes. Finally, closeout questions are a series of questions that you'll only need to respond to when your award is ending and activities have been completed. Next slide.

Where do I report? You will report your performance measures semi-annually in the JustGrants reporting system, which you can access online using the link at the bottom of the page. And on this slide, you'll see a reporting table, which Ivette had already mentioned, but this is specific for your performance measures. As you can see, performance reporting is required semi-annually in January and July. And JustGrants is accessible for data entry after a data collection period closes. And so you'll have 30 days to enter your data. Additionally, if your performance report is not submitted by the due date on January 30th or July 30th, the status will immediately transition to delinquent and your grant manager or state policy advisor will likely contact you for your date of submission. There is a 15-day grace period after the due date before funds are frozen for delinquent performance reports. Next slide.

So, we're going to get into the specific questionnaire structure, but related to reporting. Again, the first time you'll be reporting is upcoming in January, that will be due January 30th, 2024. And you are required to submit your performance report regardless of whether you have begun grant activity. You will see the first few questions of your questionnaire will indicate whether you had grant activity or not. In the first question, you should only respond "Yes" if your award is in closeout and it is the last reporting period that you will be reporting on. And for question number two, you will respond there was no grant activity if you have not yet obligated, expended, or drawn down funds, and you will provide a reason for no grant activity. That would conclude your reporting requirement for that period. However, if you have grant activity, or in other words, if you have begun to obligate, expend, or drawn down funds, your award is considered active and will remain so until closeout. So therefore, you will answer that, yes, there was grant activity, and the system will carry you through the rest of the questions to complete. Next slide.

So, this is just an overview and you can see all of your performance measures in a questionnaire, PDF format, which is posted on our website, and you can follow the link to see that there, so you can start to understand the data that you'll be required to report in January. And you can also use this PDF version to help track your relevant data across the six months before the reporting period opens to make it easier for reporting. Next slide.

Thank you. So going back to the next part of the questionnaire, we'll go over some of the sections briefly, but again, please review the PDF document and reach out if you have questions related to a specific question or measure. And in the first section, you will begin with a problem identification, and you will briefly describe and characterize your core violence problem that your award will be focusing on. Next slide.

In the next section, you will identify using the SARA Model, or the Scanning, Analysis, Response, and Assessment Model, the activities that you have carried out during the reporting period. And you can find out more information about the SARA Model following the link on the slide.

In the next section, you will indicate which partnerships related to internal and external personnel were involved in your award during the reporting period. Next slide.

In the Grant-Funded Activities section, grantees will be selecting certain activities that were carried out using their federal grant funds and during the reporting period specifically. Next slide.

And finally, at the end of every reporting period, you will see the semi-annual Narrative section, and these questions are also required to be reported in in January and July, as well as at the close of your award regardless of where that falls on the reporting schedule. And this Narrative section is an opportunity for grantees to highlight your progress on your goals and accomplishments, as well as provide any barriers you have encountered, any training and technical assistance needs you have, and future plans. Next slide.

So, when responding to the Narrative questions, you will need to be able to define the goals that you have developed for your program. And keep in mind that goals should follow the SMART mnemonic to help you. And that means that goals should be Specific, Measurable, Achievable, Relevant, and Time-bound. It is good practice to review your goals on a regular basis or during each time that you are submitting your performance measures in order to reassess how you are doing in achieving your goals. So, again, make sure to use data either from your performance measures or additional data that you may collect to help describe how you are doing, as well as anecdotal data to describe some of the good work that has been done during the reporting period. Next slide.

Here we have some examples of some well-defined SMART goals on the right that will help set up the program for success. And while the goals on the left are great goals, they can be slightly improved by getting more specific in order to measure success and adding a time-bound component to it. Next slide.

So, finally, we would like to share some tips in order to improve your data quality that you can start from the very beginning as your award is just getting started. Again, it is recommended that a designated staff person coordinates all performance measure data

collection, as well as entry to ensure consistency. And again, if this is the first time that you'll be reporting data, make sure to familiarize yourself with what you will need to collect and report, and you can do this by reviewing the PDF version of your questionnaire that was shared earlier. And also ensure that a backup person is aware of the process and data collection, so that they can fill in if the designated person is unavailable or leaves the role. And consider other available data collection methods, including case management systems, spreadsheets or other tracking forms or methods that might work best for you and your program. And if partner organizations are included in your program design, be sure to work with them throughout the process to collect their data and incorporate it with your own. And finally, be mindful of the validation alerts and other system built into the JustGrants system to help guide you through your questionnaire. And if our team has any questions related to data that you have submitted, we may be reaching out to you.

On the next slide, we have the JustGrants Support Team Helpdesk. And this is a different team from the team that I am on. And that is specifically related to any questions you have regarding the JustGrant system, accessing your profile or your account, or any troubleshooting issues. However, if you have specific questions related to a performance measure, you don't understand what the question is asking of you, or how to report your data for that, and then on the next slide, that would be something to reach out to our PMT Helpdesk for. So any JustGrant system-related issues, please reach out to JustGrants and any questions about performance measures themselves, and how to report, please reach out to us. And we also have some additional resources that will be helpful for you throughout reporting, our Performance Measure website page, as well as our YouTube channel. But of course, if any questions, reach out to the PMT Helpdesk and we will direct you to wherever you need to go. At this time, I'll hand it back to Ivette for some additional resources. Or Juliana, sorry.

JULIANA PALMER: I'll take this over. Thank you so much for that overview, Angela. And for everyone who has joined us today, this presentation has been immensely helpful as you'll navigate through managing your grant as we move forward. We do have a couple of additional resources we just wanted to make you aware of. Again, this presentation will be available for you following today's webinar. Just to reiterate, we do have a lot of information available online around the JustGrants system. If you ever have any challenges or issues navigating the JustGrants system or the reporting requirements, please feel free to reach out. But justicegrants.usdoj.gov is where you would locate a lot of our resources that we have available. And then just to reiterate again, a DOJ Grants Financial Guide that Ivette highlighted earlier, the link to that guide is located below and it has a lot of information that is really relevant to allowable costs,

unallowable costs, your reporting, both financial and performance, and any other items related to the financial management of your grant.

We also encourage you to subscribe for updates that come through the Office of Justice Programs. As mentioned earlier, we have various components, BJA being one of them, so just email updates, text OJP your email address to 468-311 to subscribe, or you can visit www.ojp.gov/subscribe to sign up. We release news releases, we have a newsletter that comes out twice a month, as well as funding opportunities as our solicitation season opens, and other updates as well.

And then lastly, just to encourage you to stay connected-with BJA, these are our social media channels here: Facebook; it's not Twitter anymore, it's X; and YouTube. So you can find us on those channels for any other updates as well.

Just getting into the end of the webinar here for some next steps, I did mention earlier in this call when we were going over the program that there is a training and technical assistance provider. We will be hosting an introductory webinar, so you can meet their team, hear about what their role is in this program, as well as their experience working with small, rural, and tribal law enforcement agencies, sometime in early 2024, so that will be forthcoming.

And then, just as a reminder, the JustGrants reporting is due January 30th, 2024. If you have any questions at all, myself, Ivette, and Angela are all here to support you and provide any guidance that you might need, so please feel free, do not hesitate to reach out to us. Our contact information is located on the screen. And as I mentioned, we can provide these slides to you following today's webinar. But with that said, I'm going to stop sharing my screen so I can take a look at the chat as well. But Ivette, are there any questions that have come through for us today from our attendees related to any of the content that we have covered?

IVETTE RUIZ: Not yet. They've asked questions related to getting the slides, and the link of what Angela had recently just presented on. But this is the moment, if you have questions, please don't be shy. We're here to help and we want to hear from you. We hope things are going well for you. And I know that you're very excited to start implementing your grant, so don't be shy. And you may also ask your question if you would rather do it by unmuting yourself, or raising a hand, and then we can unmute you.

JULIANA PALMER: And I will also just say we did cover a lot of information today, so if it's a matter of digesting the information, taking a look at the slides, and reaching back out to us with any of those questions, more than happy to do that as well, we just

wanted to make sure that we provided some space and time for any questions to come in. But, I think as far as closing remarks, congratulations on receiving this grant award. It was a very competitive application cohort this year. So we're definitely looking forward to seeing the great work that's going to be done through your agency and in your community as we move forward. I do think I saw one question come in.

IVETTE RUIZ: Yeah, there is one question from Holly Jones.

JULIANA PALMER: So Angela, this might be for you. "You mentioned that the answer to question number two on the performance measures report is that there has been no activity, your reporting is complete for that period, did I understand that correctly? Does that mean we would not complete the remainder of the report?"

ANGELA BALCHI: That's correct. You do still respond to the narrative questions every reporting period regardless of your grant activity. But if you do not have—if you respond that there was no grant activity in that period, you will not respond to the rest of the performance measures for that period.

IVETTE RUIZ: And something to emphasize too, we know that most of you have not expended any funds, and that may be the case by the end of December, but that does not—you're still required to submit the FFR, and then in the FFR, you would say no funds have been expended or obligated as well. But you're required to submit it regardless.

JULIANA PALMER: Thank you, Angela. Thank you, Ivette. Are there any other questions that anyone had today? If not, we anticipate to receive some questions as you move forward in your grant management journey and implementing your programs. We're always here and available to assist as needed, but if there's no more questions, I'm more than happy to give everyone 13 minutes of their day back. And we'll be in touch soon with, like I said, some of those next steps and connecting in 2024 with the training and technical assistance provider. And we'll get you the recording and the slides out as soon as we can. All right. Thank you, everyone. Have a great day and happy holidays.