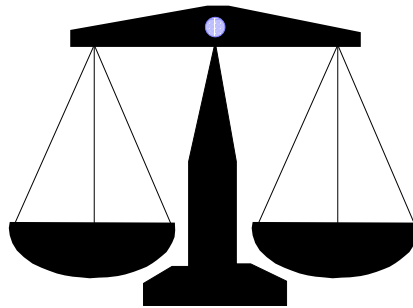


*J*UVENILE
*A*CCOUNTABILITY
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GRANT MANAGEMENT HANDBOOK



2004

State of Oregon
Oregon Office of Homeland Security
Criminal Justice Services Division

The Criminal Justice Services Division of the Oregon Office of Homeland Security is the State Administrative Agency (SAA) for the Juvenile Accountability Block Grant Program and is responsible for producing this document.

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INTRODUCTION

HISTORY OF THE JUVENILE ACCOUNTABILITY BLOCK GRANT (JABG) PROGRAM

The Juvenile Accountability Block Grant (JABG) program was based on Title III of H.R.3, the Juvenile Accountability Block Grants Act of 1997, as passed by the House of Representatives on May 8, 1997. JABG was first offered in 1998 and was awarded to states to be used to provide assistance to units of local government and state agencies that develop programs which promote greater accountability among youth in the juvenile justice system.

The Department of Justice (DOJ) Authorization Act for FY 2003 (Public Law 107-273) revised and renamed the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Juvenile Accountability Incentive Block Grant (JAIBG) program and placed the new Juvenile Accountability Block Grants (JABG) program under Title I of the Omnibus Crime Control and Safe Streets Act. The new provisions took effect October 1, 2003. In addition to the name change the new law adjusts funding levels, reduces the maximum amount for Administration to five percent, introduces new requirements and program elements, and expands and re-numbers the Purpose Areas.

Funded programs may focus on some or all of the following new purpose areas; widening the available options of graduated sanctions within juvenile courts; programs for assessment of risks and needs (including mental health screen-

ing, treatment, and substance abuse testing); restorative justice programs; hiring and training detention and corrections personnel; and establishing and maintaining juvenile court records that are comparable to records in the adult system.

The JABG program is administered by the State Relations and Assistance Division of the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, U.S. Department of Justice.

OVERVIEW OF THE JABG PROGRAM

Congress authorized the Attorney General to provide grants under the JABG program to strengthen the juvenile justice system by encouraging states and local jurisdictions to implement accountability-based programs and services.

Accountability means that each offender is assured of facing individualized consequences through which he or she is made aware of and held responsible for the loss, damage, or injury perpetrated on the victim. Such accountability is best achieved through a system of graduated sanctions that are imposed according to the nature and severity of the offense, moving from limited interventions to more restrictive actions if the offender continues delinquent activities.

Accountability involves a new set of expectations and demands for the juvenile justice system. The system will need to increase its capacity to develop youth competence, to efficiently track juveniles

through the system, and to provide enhanced options such as restitution, community service, victim-offender mediation, and other restorative sanctions.

THE CRIMINAL JUSTICE SERVICES DIVISION

The Criminal Justice Services Division (CJSD) of the Oregon Office of Homeland Security is the State Administrative Agency for the Juvenile Accountability Block Grant program.

CJSD has prepared this Juvenile Accountability Block Grant Management Handbook to assist grantees in complying with state and federal requirements. Federal requirements are set forth in the Office of Justice Programs (OJP) Financial Guide. Copies of this document may be obtained at: www.ojp.usdoj.gov/FinGuide/

ALLOCATIONS FROM STATE TO UNITS OF LOCAL GOVERNMENT

Absent a waiver, each state must distribute not less than 75 percent of the state's allocation to local jurisdictions. In making such distribution, CJSD will allocate to local jurisdictions an amount, by formula, based on a combination of juvenile justice expenditures and the average annual number of Uniform Crime Report Part 1 violent crimes reported by units of local government for the three most recent calendar years for which data are available. Three quarters of each unit of local government's allocation will be based on juvenile justice expenditures data and one-quarter will be based on the reported violent crime data, in the same ratio to the aggregate of all other units of general local government in Oregon.

PURPOSE AREAS

The purpose of the JABG program is to provide states and units of local government with funds to develop programs to promote greater accountability in the juvenile justice system. Funds are available for the following 16 program Purpose Areas. Please note, several Purpose Area numbers have been revised.

Grant recipients are now required to submit data to measure the selected Purpose Area(s) by using corresponding performance indicators. A list of corresponding activities and performance measures is included in Appendix D.

1. **Graduated sanctions:** Developing, implementing, and administering graduated sanctions for juvenile offenders (**NEW**).
2. **Corrections/detention facilities:** Building, expanding, renovating, or operating temporary or permanent juvenile corrections or detention facilities, including training of personnel (**JAIBG 1**).
3. **Court staffing and pretrial services:** Hiring juvenile court judges, probation officers, and court-appointed defenders and special advocates, and funding pretrial services (including mental health screening and assessment) for juvenile offenders, to promote the effective and expeditious administration of the juvenile justice system (**revises JAIBG 3**).
4. **Prosecutors (staffing):** Hiring additional prosecutors so that more cases involving violent juvenile offenders can be prosecuted and backlogs reduced (**JAIBG 4**).
5. **Prosecutors (funding):** Providing funding to enable prosecutors to address drug, gang, and youth violence problems more effectively and for technology, equipment, and training to assist prosecutors in identifying and expediting the prosecution of violent juvenile offenders (**combines JAIBG 5 and 6**).
6. **Training for law enforcement and court personnel:** Establishing and maintaining training programs for law enforcement and other court personnel with respect to preventing and controlling juvenile crime (**NEW**).
7. **Juvenile gun courts:** Establishing juvenile gun courts for the prosecution and adjudication of juvenile firearms offenders (**revises JAIBG 8**).
8. **Juvenile drug courts:** Establishing drug court programs to provide continuing judicial supervision over juvenile offenders with substance abuse problems and to integrate administration of other sanctions and services for such offenders (**JAIBG 9**).
9. **Juvenile records system:** Establishing and maintaining a system of juvenile records designed to promote public safety (**NEW**).

10. **Information sharing:** Establishing and maintaining interagency information-sharing programs that enable the juvenile and criminal justice systems, schools, and social services agencies to make more informed decisions regarding the early identification, control, supervision, and treatment of juveniles who repeatedly commit serious delinquent or criminal acts (**JAIBG 10**).
11. **Accountability:** Establishing and maintaining accountability-based programs designed to reduce recidivism among juveniles who are referred by law enforcement personnel or agencies (**revises JAIBG 2 and 11**).
12. **Risk and needs assessment:** Establishing and maintaining programs to conduct risk and needs assessments of juvenile offenders that facilitate effective early intervention and the provision of comprehensive services, including mental health screening and treatment and substance abuse testing and treatment, to such offenders (**NEW, incorporates JAIBG 12**).
13. **School safety:** Establishing and maintaining accountability-based programs that are designed to enhance school safety (**revises JAIBG 11**).
14. **Restorative justice:** Establishing and maintaining restorative justice programs (**NEW**).
15. **Juvenile courts and probation:** Establishing and maintaining programs to enable juvenile courts and juvenile probation officers to be more effective and efficient in holding juvenile offenders accountable and reducing recidivism (**revises JAIBG 7**).
16. **Detention/corrections personnel:** Hiring detention and corrections personnel and establishing and maintaining training programs for such personnel, to improve facility practices and programming (**NEW**).

GENERAL PROVISIONS

JUVENILE CRIME ENFORCEMENT COALITION

States and units of local or tribal government that are eligible to receive JABG funds must establish a coordinated enforcement plan for reducing juvenile crime, developed by a Juvenile Crime Enforcement Coalition (JCEC).

Your Local Public Safety Coordinating Council (LPSCC) may act as the JCEC for purposes of this grant.

STATE COALITIONS

State plans must be developed by a JCEC consisting of law enforcement and social service agencies involved in juvenile crime prevention. To assist in developing the state's enforcement plans, states may choose to utilize members of the State Advisory Group (SAG) established by the State's Chief Executive under Section 223(a)(3) of Part B of the JJDP Act, if appropriate membership exists, or some other planning group that constitutes a coalition of law enforcement and social service agencies.

LOCAL COALITIONS

When establishing a local JCEC, units of local or tribal government must include, unless impracticable, individuals representing (1) police, (2) sheriff, (3) prosecutor, (4) state or local probation services, (5) juvenile court, (6) schools, (7) business, and (8) religious affiliated, fraternal, non-profit, or social service organizations involved in crime prevention, (9) other social services, and (10) other law en-

forcement. The ten listed groups for establishing a JCEC are not an exhaustive list. Units of local or tribal government may add additional representation as appropriate. Units of local or tribal government may utilize members of Prevention Policy Boards established pursuant to Section 505 (b)(4) of Title V of the JJDP Act to meet the JCEC requirement, provided that each such Coalition meets the membership requirements listed in this paragraph.

GRANT AGREEMENT

The Governor's Juvenile Crime Prevention Advisory Committee (JCPAC) recommends programs for funding to the Governor. Once an award is granted, CJSD finalizes program and budget details with the applicant. Once an agreement is reached, CJSD and the applicant sign the grant certificate, known as the grant agreement.

The signed agreement and application constitute a contract between CJSD and the grantee.

The grantee agrees to operate the program, work toward the objectives, and expend funds in accordance with the signed grant agreement.

Modifications to the grant agreement or budget must be requested in writing. Oral agreements are not binding. In no event may the conditions of the grant be modified without prior approval from CJSD.

Failure of the grantee to operate the program in accordance with the written, agreed upon objectives or budget will constitute immediate grounds for suspension and/or termination of the grant agreement and deobligation of unspent funds.

PROGRAM MONITORING

CJSD monitors each program to assure the grantee is operating the program as agreed, that the grantee is working towards its objectives, and that the grantee is following appropriate fiscal procedures. Monitoring may include one or more on-site visits, and desk monitoring during the grant award period.

PROGRAM FUNDS

Match and grant funds constitute program funds. Grantees must report on match funds; all conditions that apply to grant funds apply to match funds. All funds designated as match are restricted to the same uses as the JABG program funds and must be expended within the grant award period. Grantees must ensure that match is identified in a manner that guarantees its accountability during an audit.

CASH MATCH REQUIREMENT

Federal funds may pay no more than 90 percent of the cost of the program. The remaining 10 percent (match); with the exception of construction of permanent corrections facilities which requires a 50 percent cash match; must be paid from the grantee's own non-federal sources. There is no waiver provision for the cash

match requirement. Match must be in the form of cash and must be included in the grantee's financial records.

Matching contributions need not be applied at the exact time or in proportion to the obligation of federal funds. However, the full match amount must be provided and obligated by the end of the program period.

In-kind services and federal funds may not be used as match for JABG-funded programs. Restrictions are also placed on using existing program staff and resources as match.

Funds required for the non-federal portion of the cost of each program for which a grant is made, must be in addition to funds that would otherwise be made available for the program.

ALLOWABLE SOURCES OF MATCH

Allowable sources of cash match under the JABG program are as follows:

- Funds from states and units of local government.
- Housing and Community Development Act of 1974.
- Appalachian Regional Development Act.
- Equitable Sharing Program, a federal asset forfeiture distribution program.
- Private funds.

- Program income funds earned from seized assets and forfeitures (adjudicated by a state court, as state law permits).
- Funds appropriated by Congress for the activities of any agency of a Tribal government or the Bureau of Indian Affairs performing law enforcement functions on Tribal lands may be used as matching funds.
- Otherwise authorized by law.

Funds received from any federal sources other than those listed above may not be used as the cash match required for the JABG program.

SUPPLANTING

Federal funds must be used to supplement existing funds and not replace (supplant) non-federal funds which have been appropriated for the same purpose. Neither grant nor *match funds* may replace funds that would otherwise be available for any of the JABG authorized Purpose Areas. Monies disbursed under this program must be used to fund new programs, or expand or enhance existing programs.

CONSTRUCTION COSTS

If, under Purpose Area 2, a unit of local or tribal government uses funds to construct a permanent juvenile corrections facility, the unit of local or tribal government must provide at least 50 percent (match) of the total cost of the program.

NATIONAL ENVIRONMENTAL PROTECTION ACT (NEPA) REQUIREMENTS

Grantees must comply with the National Environmental Protection Act and other related federal environmental impact analyses requirements in the use of federal grant funds either directly by the grantee or by a subgrantee. Accordingly, prior to obligating grant funds, the grantee agrees to first determine if any of the following activities will be related to the use of the grant funds.

The grantee acknowledges that this special condition applies to its new activities whether or not they are being specifically funded with grant funds. That is, as long as the activity is being conducted by the grantee, a subgrantee, or any third party and the activity needs to be undertaken in order to use these grant funds, this special condition must first be met. The activities covered by this special condition are:

1. New construction.
2. Minor renovation or remodeling of a property either (a) listed on or eligible for listing on the National Register of Historic Places or (b) located within a 100-year flood plain.
3. A renovation, lease, or any other proposed use of a building or facility that will either (a) result in a change in its basic prior use or (b) significantly changes its size.
4. Implementation of a new program involving the use of chemicals other than chemicals that are (a) pur-

chased as an incidental component of a funded activity and (b) traditionally used, for example, in office, household, recreational, or educational environments.

FAILURE TO COMMENCE PROGRAM

If a program is not operational within 60 days of the effective date of the grant, the grantee must report to CJSD the steps it has taken to initiate the program, the reasons for the delay, and the expected starting date. If the program is not operational within 90 days of the effective date, CJSD may cancel the grant.

AUDIT REQUIREMENTS

State and local governments, nonprofit organizations, and institutions of higher education are governed by OMB Circular A-133, as amended. Whether an audit is required under this circular is dependent upon the amount of federal funds that may be audited during the recipient's fiscal year. If the organization expends \$500,000 or more per year in federal funds, the organization must have an organization-wide financial and compliance audit. Commercial (for-profit) organizations shall have financial and compliance audits performed by qualified individuals who are independent from those who authorize the expenditure of federal funds. This audit must be performed in accordance with Government Auditing Standards. Grantees are required to submit an organization-wide financial and compliance audit report to CJSD.

CIVIL RIGHTS REQUIREMENTS

All recipients of federal grant funds, including JABG awards, are required to comply with nondiscrimination requirements of Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d et seq. (prohibiting discrimination in programs or activities on the basis of race, color, and national origin); Omnibus Crime Control and Safe Streets Act of 1968, as amended, 42 U.S.C. § 3789d(c)(1) (prohibiting discrimination in employment practices or in programs and activities on the basis of race, color, religion, national origin, and gender); Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. § 794 et seq. (prohibiting discrimination in employment practices or in programs and activities on the basis of disability); Title II of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12131 (prohibiting discrimination in services, programs, and activities on the basis of disability); The Age Discrimination Act of 1975, 42 U.S.C. § 6101-07 (prohibiting discrimination in programs and activities on the basis of age); and Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681 et seq. (prohibiting discrimination in educational programs or activities on the basis of gender).

If required to formulate an Equal Employment Opportunity Program (EEO), the grantee must maintain a current copy on file which meets the applicable requirements.

IMMIGRATION AND NATURALIZATION SERVICE REQUIREMENTS

Organizations funded under the JABG program must agree to complete and keep on file, as appropriate, the Immigration and Naturalization Service Employment Eligibility Form (I-9). This form is to be used by the recipient of federal funds to verify that persons employed by the recipient are eligible to work in the United States.

CERTIFICATION REGARDING LOBBYING; DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS; AND DRUG-FREE WORKPLACE REQUIREMENTS

Applicants are required to certify compliance with the certification requirements under 28 CFR Part 69, "New Restrictions on Lobbying," and 28 CFR Part 67, "A Government-Wide Debarment and Suspension (Nonprocurement) and Government-Wide Requirements for Drug-Free Workplace (Grants)." The certification will be treated as a material representation of the fact upon which reliance will be placed by the U.S. Department of Justice in making awards.

JABG recipients were required to review and sign the certification form and submit it as part of the application.

SUSPENSION OR TERMINATION OF FUNDING

The Criminal Justice Services Division may suspend funding in whole or in part, terminate funding, or impose another sanction on a JABG recipient for any of the following reasons:

- Failure to comply substantially with the requirements or statutory objectives of the Juvenile Accountability Block Grants Program, guidelines issued thereunder, or other provisions of federal law.
- Failure to make satisfactory progress toward the goals and objectives set forth in the application.
- Failure to adhere to the requirements of the grant award and standard or special conditions.
- Proposing or implementing substantial plan changes to the extent that, if originally submitted, the application would not have been selected or approved.
- Failing to comply substantially with any other applicable federal or state statute, regulation, or guideline.

Before imposing sanctions, CJSD will provide reasonable notice to the grantee of its intent to impose sanctions and will attempt to resolve the problem informally.

PROGRESS REPORTS AND REQUESTS FOR REIMBURSEMENT (RFR)

PROGRESS REPORT PURPOSE

Progress reports have the following purposes:

- To determine if the grantee is operating the program as agreed.
- To determine if the grantee is making progress towards meeting its objectives.
- To justify continued funding of the JABG program.

The format for quarterly progress reports is shown in Appendix C. The report must be filled out in its entirety and signed by the program contact. To receive an electronic attachment of the progress report form please contact Diana Fleming at 503.378.4145 ext. 549

Anecdotal information may not substitute for a progress report but may be submitted as a supplement to the progress report.

In addition to the quarterly progress reports, JABG recipients who receive an award over \$10,000 are required to submit data on-line for an annual report.

A set of standardized performance measures, including output indicators, short-term indicators, and intermediate out-

come indicators was developed by OJJDP and is provided in Appendix D. The grantee will utilize data from quarter four of the previous year and the first three quarters of the current year for the annual report due April 30, 2005.

The grantee is responsible for collecting data on all federal indicators as well as additional data to demonstrate program effectiveness on a quarterly basis. The grantee will be directed to input only the data collected for the federal indicators as listed in Appendix D in the online reporting system located at: www.jabg-dctat.org/dctat/login.jsp on an annual basis only.

Each grantee has been assigned a user identification and password and will input the data after it has been reviewed and approved by CJSD.

CJSD anticipates scheduling regional conference calls in May and/or June 2005 to address any questions CJSD staff has pertaining to the data submitted online by the April 30, 2005 deadline.

REQUIREMENTS

Quarterly progress reports should be narrative in form and should include the following:

- Data and narrative showing progress made during the reporting period as well as cumulative information for the grant year, in sufficient detail, toward meeting the goals, objectives, and performance measures.
- Activities linked to the specific outcomes of the program.

REPORTING DUE DATES

Progress reports are due quarterly, on the following dates:

Quarter	Date Due
July 1 – September 30	October 31
October 1 – December 31	January 31
January 1 – March 31	April 30
April 1 – June 30	July 31

Grantees are required to submit quarterly progress reports even if no funds have been expended during that reporting period.

It is the responsibility of the grantee to ensure that progress reports are received by CJSD by the due dates.

In addition to the four quarterly reports, JABG funded programs with an award of over \$10,000 are required to submit data on-line for an annual progress report. The annual report data covers the period April 1 through March 31 of each year.

FAILURE TO SUBMIT PROGRESS REPORTS

CJSD will not issue reimbursements if any progress report or annual report is outstanding or incomplete.

Any progress report that is outstanding for more than one month past the due date may cause the suspension and/or termination of the grant.

REQUESTS FOR REIMBURSEMENT (RFR)

CJSD reimburses only actual and allowable expenditures for goods and services purchased during the grant period.

Grantees may not obligate funds, order goods, enter into contracts, or request purchase orders prior to the start of the grant period.

CJSD will not issue reimbursements for items which are not in the approved budget. CJSD may withhold funds for any expenditure not budgeted or in excess of approved budget amounts.

CJSD reimburses expenses quarterly unless otherwise agreed between CJSD and the grantee.

Grantees are required to submit request for reimbursement forms even if no funds have been expended during that reporting period.

Failure of the grantee to operate the program in accordance with the approved budget will constitute immediate

grounds for suspension and/or termination of the grant agreement.

CJSD requires accurate, clear, and verifiable expenditure information prior to reimbursing any funds. The format for reporting expenditures and requesting reimbursement is shown on Appendix A. CJSD encourages you to photocopy this page for quarterly reporting use.

Direct all fiscal questions to Dan Gwin, Grants Accountant, 503.378.4145 ext. 540.

The RFR must reflect all program expenditures which are paid with grant or match funds. Supporting documentation must be included for both grant and match funds.

Copies of supporting documentation (e.g., invoices, receipts, payroll reports, etc.) must accompany all RFRs. RFRs will not be paid without the required supporting documentation of expenditures. Written statements are not acceptable documentation for program expenses.

All conditions that apply to grant funds apply to match funds. Supporting documentation must be separated by each budget category with the amounts clearly identified. Figures must be rounded-off to the nearest whole dollar. Expenses must be totaled for the report period and for the entire period. Figures must add correctly even though they are rounded-off. The RFR must state how much grant money is being requested.

CJSD will not make the final payment unless the minimum match requirement is met.

The original RFR must be signed by the program contact and mailed to CJSD. Reimbursement checks are mailed to the address appearing on the grant agreement.

Any RFR that is outstanding for more than one month past the due date may cause the suspension and/or termination of the grant.

The grantee must receive prior written approval from CJSD to extend an RFR requirement past its due date. Reimbursements for expenses will be withheld if progress reports or the annual report are outstanding or are incomplete.

CJSD will hold a grantee accountable for any overpayment, audit disallowances or any other breach of grant that results in a debt owed to the federal government.

If travel is included in your budget you must submit a copy of the state travel form, as shown on Appendix B with the RFR.

Modifications to the grant agreement or budget must be in writing; verbal agreements must be followed-up in writing. Budget modifications should be requested during the quarter in which the modification would take effect.

PROCUREMENT STANDARDS

All procurement transactions, whether negotiated or competitively bid and without regard to dollar value, shall be conducted in a manner so as to provide maximum open and free competition. All sole source procurements in excess of \$100,000 must receive prior approval by CJSD. Interagency agreements between units of government are excluded from this provision.

All procurement transactions must be within the grant period. Purchase orders, or placement of orders cannot be made prior to the start of the grant period.

SOLE SOURCE PROCUREMENT

Recipients may make the initial determination that competition is not feasible if one of the following circumstances exists:

1. The item or service is available only from a single source.
2. A public exigency or emergency will not permit a delay resulting from a competitive solicitation; or if it can be shown unequivocally that desired time frames for delivery must be met or the entire project will suffer as a direct result of the delay.
3. After solicitation of a number of sources, competition is considered inadequate.
4. If sole source procurement is pursued, documentation reflecting actions taken and the position of the grantee is extremely important in order to establish an audit trail.

A justification for sole-source contracting should include:

1. A brief description of the program and what is being contracted for.
2. Explanation of why it is necessary to contract non-competitively (expertise of the contractor, management, responsiveness, knowledge of the program, experience of contractor personnel).
3. Time constraints.
4. Uniqueness.
5. Other points that should be covered to sell the case.
6. A declaration that this action is in the "best interests" of the agency.

RFR DUE DATES

Grantees must submit Requests for Reimbursement Reports (RFRs) quarterly unless otherwise agreed. It is the responsibility of the grantee to ensure that RFRs are received by CJSD within the due dates. A final RFR is due within 30 days of the end of the grant period.

Quarter	Date Due
July 1 – September 30	October 31
October 1 – December 31	January 31
January 1 – March 31	April 30
April 1 – June 30	July 31

CJSD may deobligate funds at any time during the grant period, and will deobligate all unspent funds at the close of the grant period.

UNALLOWABLE COSTS

Funds may not be budgeted or used for the following items:

1. Meals not associated with overnight travel. An exception is made for breakfast and dinner as long as the employee is on travel status for a minimum of two hours before the beginning of their regularly scheduled work shift or after the end of their regularly scheduled work shift.
2. Meals provided at conferences or training seminars.
3. Tips, meals service or related items (i.e., napkins, plates, forks, spoons, and knives) beverages, snacks, candy, food items, or bar charges.
4. Entertainment, honoraria, gifts, gift certificates, movies, arcades, recreation, or sporting events.
5. Cameras, film or accessories not used for evidence purposes.
6. Fund raising campaigns, endowment drives, or solicitation of gifts and bequests.
7. Personal items such as makeovers, membership dues, flowers, cards, social events or promotion of church attendance.
8. Indirect cost. Administrative costs will be limited to five percent of the federal and minimum match amounts.
9. Grantwriting.
10. Land acquisition.
11. Visas or passport Changes.
12. Compensation to federal employees.
13. Bonuses or commissions.
14. Military-type equipment such as armored vehicles, explosive devices and other types of hardware excluding automatic weapons.
15. Lobbying or attempts to influence members of Congress, the Oregon Legislature, City Councils, County Commissions, or other legislative bodies.
16. Corporate formation.
17. Interest; interest on non-bearing items, or the cost of money.
18. Laundry/dry cleaning charges.
19. Expenses related to the maintenance or sale of forfeited or seized property.
20. Stipends or incentives.
21. Car rentals.
22. Vehicles.
23. Mass Transit Tax.
24. Late fees or finance charges.

CJSD reserves the right to modify the list of unallowable costs, if necessary.

REIMBURSABLE EXPENSE CATEGORIES

PERSONNEL costs are the cost of employees, fringe benefits, and payroll taxes. Overtime must be specifically listed and approved in the budget in order to be reimbursed.

Documentation to be submitted with the RFR must include copies of actual payroll reports showing the full amount paid for each employee (wages, taxes, and benefits) as well as a calculation to show how the amount reported was determined.

Federal guidelines (OMB Circular A-87 and A-122) require specific documentation of time spent on the JABG funded program (grant and/or match), as well as any other federal and/or non-federal programs. This requirement can be met by keeping signed Personnel Activity Reports (time sheets) which indicates a daily breakdown of time spent on each program. If the employee works less than 1.0 FTE on the JABG funded program, the Personnel Activity Report must reflect an after-the-fact distribution of the employee's actual breakdown and must account for the total time for which the employee is compensated.

The Personnel Activity Reports must be kept on file with the grantee and available to CJSD staff when requested.

EQUIPMENT is tangible personal property costing over \$5,000 and having a useful life of more than one year. Equipment must be purchased from a governmental price list or through an open competitive process.

Equipment may not be transferred, sold, or disposed of during the grant period without the permission of CJSD. After the end of the grant period, items with a current per unit fair market value of less than \$5,000 may be retained by the grantee for purposes consistent with the JABG authorized Purpose Areas, sold, or otherwise disposed of, in accordance with state procedures, with no further obligation to CJSD.

Criminal justice information and communication systems shall be designed and programmed to maximize the use of readily available equipment and software. If new software is developed, it shall be designed so that other criminal justice agencies will be able to use it with minor modifications at minimum cost. Grantees must receive written approval prior to copyrighting computer software and programs. Refer to the grant agreement for additional requirements.

TRAVEL/CONFERENCES/TRAINING include employee costs for meals, tolls, lodging, mileage, motor pool fees, commercial transportation, parking fees, registration, and material fees. The documentation must show the nature of the conference (i.e. title, subject) and identify employees by position for whom reimbursement is requested. A copy of the conference registration form or brochure must accompany the RFR.

CJSD requires a state travel form or a form similar to the state travel form be included with the RFR. A sample form may be found on Appendix B. CJSD follows state travel rules in determining expenditure reimbursement. When staying overnight while attending a conference, meeting or training, lodging rates above the usual per diem rates will not be automatically approved and reimbursed. State guidelines require that an individual make a good faith effort to stay at an alternative lower cost hotel/motel within proximity (1-2 blocks) to the primary conference, meeting, or training facility.

To determine whether there is a lower lodging rate, an Internet search using a website such as www.expedia.com will provide a map and room rates for available hotels within close proximity. Before an individual is authorized by CJSD to exceed per diem rates, this good faith effort must be documented and must accompany the travel expense form.

To review the entire travel policy, please see <http://egov.oregon.gov/DAS/SCD/SARS/policies/oam/40.10.00.PO.pdf>

If an employee is attending an Office of Justice Programs sponsored conference or training, additional lodging per diem requirements apply. Please contact CJSD for more information.

Meals may not be claimed as a reimbursable expense if they are included as part of the conference or training registration fee. Employees may receive the meal allowance under the following circumstances:

- An employee is in transit to or from a destination that requires an overnight stay.

- An employee is in transit to or from a destination and the employee must depart from the employee's home more than two hours before the regular starting time or returns home more than two hours after the regularly scheduled end of shift.

Grantees must obtain prior CJSD approval, in writing, for travel out-of-state. CJSD will approve out-of-state travel only if the travel is essential to meet the objectives of the program.

Contact CJSD to determine reimbursable rates for travel within high- or low-cost cities.

SUPPLIES are items that have a useful life of less than one year such as office supplies. Supplies that have a useful life of more than one year, and have a value greater than \$5,000 is considered equipment.

CONTRACTUAL SERVICES are services such as consulting and treatment provided by independent contractors rather than employees. Grantees must follow state or local government procurement rules in awarding contracts. Federal rules limit remuneration for individual consultants to \$450 per day plus expenses, unless otherwise approved by CJSD.


The documentation submitted under contractual services must clearly identify the name of the contractor, the service provided, time period of service provided, and the amount and basis of amount

paid to the contractor. The requirements in this *Handbook* relating to expenditures are applicable to contractors as well as grantees. For example, travel reimbursement rates may not exceed state rates or the grantee's rate, whichever is lower.


RENT AND UTILITIES includes rent, telephone, cellular phones/pagers, and other utilities. Maintenance and operation costs are allowable unless duplicated in rent. The documentation should identify each location for which rent is paid and the basis for the amount requested.

ADMINISTRATIVE COSTS are program-related costs such as accounting, program management, legal services, and payroll preparation. Reimbursement is based on the actual cost of these services and will be approved on a case-by-case basis. Administrative costs may not exceed five percent of the federal and minimum match amounts. Supporting documentation for administrative costs must accompany the RFR.



OTHER EXPENSES are goods and services that do not readily fit into any of the other budget categories and will be approved and reimbursed on a case-by-case basis.



REQUEST FOR REIMBURSEMENT (RFR) CHECKLIST



The following checklist has been developed to assist grantees in complying with the requirements for submitting RFRs. Please use the checklist to ensure there are no delays in the reimbursement of grant funds:

- Is the correct RFR format used (Appendix A)? Are all three columns completed? Do columns and rows balance?
 - Is the grant number, reporting period, Program Contact name, and phone number clearly stated?
 - Is supporting documentation included for all grant and match expenditures?
 - Are expenditures within approved budget amounts?
 - Does the RFR reflect personnel/FTE, budget amounts, and categories consistent with the signed grant agreement?
 - If Personnel Costs are included in your budget, have you submitted the required documentation that must accompany the RFR (refer to page 17).
 - Is the RFR *signed* by the Program Contact and submitted with the supporting documentation?
 - Does supporting documentation clearly indicate the purpose of the expense? If the documentation is not self-explanatory, please include a brief description/justification directly on the documentation.
 - Is supporting documentation separated and totaled by budget category?
 - Are copies of applicable travel forms and conference information attached?
 - Have progress reports and/or the annual report been submitted?
- 
- 

PUBLICITY AND PUBLICATIONS

PUBLICITY

Grantees are encouraged to inform the public and the media about the accomplishments of their programs. Responsibility for the direction of the program should not be ascribed to the U.S. Department of Justice. Press releases or other published accounts of program activities and results must include the following statement:

“The opinions, findings, and conclusions or recommendations expressed in this publication, program, or exhibition are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Justice, or the Criminal Justice Services Division.”

Any publication (written, visual, or sound, but excluding press releases, newsletters, and issue analyses) issued by the grantee or any of its subgrantees describing programs funded in whole or in part with federal funds, shall contain the following statement:

“This program was supported by Grant # _____, awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice, through the Criminal Justice Services Division, Oregon Office of Homeland Security. The Office of Juvenile Justice and Delinquency Prevention is a

component of the Office of Justice Programs which also includes the Bureau of Justice Assistance, Bureau of Justice Statistics, National Institute of Justice, Corrections Program Office, and the Office for Victims of Crime. Points of view or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice, or the Criminal Justice Services Division.”

When issuing statements, press releases, requests for proposals, bid solicitations, and other documents describing programs funded in whole or in part with federal money, the grantee shall include an acknowledgment similar to the following:

“A \$_____ grant awarded by the U.S. Department of Justice paid _____ portion of the cost of this program.”

Grantees may display the official logo of the Office of Justice Programs in connection with activities supported by the grant. The logo should appear in a separate space, apart from other symbols and credits. The words “Funded/Funded in part by OJP” shall be printed as a legend either below or beside the logo each time it is displayed. OJP must approve use of the logo.

PUBLICATIONS

All publications and distribution agreements with a publisher shall include provisions giving the federal government a royalty-free, non-exclusive and irrevocable license to reproduce, publish, or otherwise use the material in any fashion it deems appropriate. Unless otherwise specified in the agreement, the recipient may copyright any books, publications, films or other material developed or purchased as a result of grant activities subject to the right of the federal government.

ACCOUNTING AND AUDITING REQUIREMENTS

ACCOUNTING SYSTEMS

Grantees must establish and maintain accounting systems which accurately account for grant and matching funds. Grantees must maintain, for a minimum of five years after completion of the grant or until an audit is completed, whichever is later, adequate books, records, and supporting documents to verify the amounts, recipients, and uses of all disbursements of funds passing in conjunction with this agreement. Federal requirements for accounting systems begin on page 25 of this document.

COMMINGLING OF FUNDS

Federal agencies shall not require physical segregation of cash deposits or the establishment of any eligibility requirements for funds which are provided to a recipient. However, the accounting systems of all recipients and subrecipients must ensure that agency funds are not commingled with funds from other federal agencies. Each award must be accounted for separately. Recipients and subrecipients are prohibited from commingling funds on either a program-by-program basis or a project-by-project basis.

Funds specifically budgeted and/or received for one program may not be used to support another. Where a recipient's or subrecipient's accounting system cannot comply with this requirement, the recipient or subrecipient shall establish a system to provide adequate fund accountability for each program which it has awarded.

AUDIT THRESHOLD

Non-federal entities that expend \$500,000 or more in federal funds (from all sources) in the organization's fiscal year shall have a single organization-wide audit conducted in accordance with the provisions of OMB Circular A-133.

Non-federal entities that expend less than \$500,000 a year in federal awards are exempt from federal audit requirements for that year. Records must be available for review or audit by appropriate officials including the federal agency, pass through entity, and General Accounting Office (GAO).

Audit costs for audits not required in accordance with OMB Circular A-133 are unallowable. If the grantee did not expend \$500,000 or more in federal funds in its fiscal year, but contracted with a certified public accountant to perform an audit, these costs may not be charged to the grant.

**The federal CFDA number for
JABG funded programs is
16.523**

Grant funds are awarded subject to fiscal and program conditions to which the grantee expressly agrees. Accordingly, the audit objective is to review the grantee's administration of the program for the purpose of determining whether the grantee has:

- Established an accounting system integrated with adequate internal fiscal and management controls to provide full accountability for revenues, expenditures, assets, and liabilities;
- Prepared financial statements which are presented fairly, in accordance with generally accepted accounting principles;
- Prepared financial reports to support claims for reimbursement which contain accurate and reliable financial data and are presented in accordance with the terms of the applicable agreements; and
- Expended program funds in accordance with the agreement and federal and state rules.

FEDERAL ACCOUNTING REQUIREMENTS

The grantee is responsible for establishing and maintaining an adequate system of accounting and internal controls for itself.

a. Elements of Accounting System.

Accounting systems are made up of a series of operations which involve classifying, recording, summarizing, and reporting transactions. Elements of the system must consist of an account structure, accounting records, source documents, a system for coding financial transactions, and written procedures prescribing the manner in which and by whom these operations are performed. A grantee's accounting system must include the following:

1. System coding or classification must permit summarization and reporting of grant expenditures by specific programs, projects, uniform receipt and expenditure classifications, and major steps funded in the approved budget cost categories.
2. Accounting records should adequately identify the receipt and the expenditures of each grantee, subgrantee or contractor.
3. Accounting records, which must include a ledger and supporting books of account, should refer to subsidiary records or documentation which support each entry and

which can be readily located and identified with the grant.

4. Accurate, current, and complete financial reporting information.
5. Systems integration with an adequate system of internal controls to safeguard grant funds and properties, check the accuracy and reliability of accounting data, promote operational efficiency, and encourage adherence by the grantee to prescribed management policies.

b. Accounting Systems are generally one of three kinds:

1. Cash Basis — Expenses are recorded when cash is spent and revenues are recorded when cash is received. This system provides little information on which to base expenditure planning.
2. Obligation Basis — Where expenses are recorded when the funds are obligated. This system is little used and is not preferred.
3. Accrual Basis — Revenues are recorded when goods or services are delivered and expenses are recorded when goods or services are consumed without regard to the

timing of the exchange of cash. This system is preferred because it best matches revenues and expenses with the period in which they are actually earned or accrued. Accrual accounting also contains information on the receipt and disbursement of cash.

- c. **Internal Controls.** The grantee must establish and maintain a system of internal controls adequate to safeguard grant funds and resources, check the accuracy and reliability of the grant accounting and financial data, promote the operational efficiency of the grantee, and encourage adherence to the grantee's prescribed managerial policies.

Appropriate internal controls are comprised of a plan of organization (grantee policies, structure, division of staff functions, procedures, staff qualifications, etc.) designed to provide the grantee with effective financial and operational control over both its grant programs or projects.

The degree of internal control is dependent upon the size of the grantee and the funds and resources for which the grantee is responsible. The following criteria are basic to an adequate system of internal control:

1. Operating policies must be clearly stated; systematically communicated throughout the organization; in conformance with applicable laws and external regulations and policies;

and designed to promote the execution of authorized activities effectively, efficiently, and economically.

2. Organizational structure must define and assign responsibility for the performance of all duties necessary to carry out the functions of the grantee.
3. Responsibility for assigned duties and functions of the grantees must be classified according to authorization, performance, record keeping, custody of resources, and review, to provide proper internal checks on performance and to minimize unauthorized internal checks on performance and to minimize unauthorized, fraudulent, or otherwise irregular acts.
4. A system of forward planning, embracing all phase of the grantee's operation, must be developed to determine and justify financial, property, and personnel requirements and to carry out grant operations effectively, efficiently, and economically.
5. Grant procedures must be simple, efficient, and practical, giving due regard to the nature of the grant and applicable legal and regulatory requirements. Feasibility, cost, risk of loss or error, and availability and suitability of personnel are factors that should be considered in formulating the procedures.

6. An adequate system of authorization, record keeping, and transaction coding procedures must be designed by the grantee to ensure compliance with prescribed grant requirements and restrictions of applicable laws, regulations, and internal management policies; to prevent illegal or unauthorized transactions; and to provide proper accounting records for the expenditure of grant funds.
 7. An adequate and efficiently operated information system must be designed to provide prompt, essential, and reliable operating and financial data to the grantee responsible for decision-making and performance review.
 8. The performance of all duties and functions of grantee personnel must be properly supervised. All performance must be subject to adequate review under an effective internal audit program to determine whether performance is effective, efficient and economical and whether management policies are observed; applicable laws, prescribed regulations, and grant conditions are obeyed; and regulations, and unauthorized, fraudulent, or otherwise irregular transactions or activities are prevented or discovered.
 9. The qualifications of officials and employees with regard to education, training, experience, competence, and integrity must be appropriate for the responsibilities, duties, and functions assigned to them.
 10. Each official and employee must be fully aware of his/her assigned responsibilities and understand the nature and consequences of his/her performance. Each must be held fully accountable for the honest and efficient discharge of his/her duties and functions, including, where applicable, the custody and administration of funds and property, and compliance with grant regulations and legal requirements.
 11. Effective procedures must be implemented for expenditure control to ensure that needed goods and services are acquired at the lowest possible cost; that goods and services paid for are actually received; that quality, quantity, and prices are in accordance with applicable contracts or other authorizations by grant officials and that such authorizations are consistent with applicable statutes, regulations, policies, and grant requirements.
 12. All funds, property, and other resources for which the grantee is responsible must be appropriately safeguarded and periodically inventoried to prevent misuse, unwarranted waste, deterioration, destruction, or misappropriation.
- d. Management System. The grantees should have a management system meeting the following criteria:

1. Established state, local government, and organization administrative and fiscal practice and policies must be followed by subordinate bodies in the administration of federal grant funds.
2. When no established policies and practices govern, reasonable and prevailing administrative and fiscal practices in the area (preferably adapted from public practice) shall be formally adopted and made a matter of record. The record must contain documentation showing that the standards of reasonableness and prevailing practice have been met.
3. Administrative and fiscal policies must be applied consistently regardless of the source of funds.

e. Budget and Accounting.

1. Establish indirect cost budgets on a basis consistent with the way resources are to be consumed and accounted for.
2. Record all applied direct costs in work accounts on a basis consistent with the budgets in a formal system that is controlled by the general books of account.

f. Analysis by the Grantee.

1. Identify at the work account level on a monthly basis using data from, or reconcilable with, the accounting system:

- a.) Budgeted cost for work scheduled and budgeted cost for work performed.
 - b.) Budgeted cost for work performed and applied direct costs for the same work.
 - c.) Variances resulting from the above comparisons classified in terms of labor, materials, or other appropriate elements together with the reasons for significant variances.
2. Identify on a monthly basis in the detail needed by management for effective control, budgeted indirect costs, actual indirect costs and variances along with the reasons therefor.
 3. Summarize the data elements and associated variances listed in 1 and 2 above through the grantee organization and to the reporting level specified in the grant.
 4. Identify on a monthly basis significant differences between planned and actual technical performance together with the reasons therefore.
 5. Identify managerial actions taken as a result of the above.
 6. Monitor the effectiveness of actions taken to resolve problems or correct deficiencies.
 7. Based on performance to date and on estimates of future requirements, develop revised

estimates of cost at completion for elements identified in the grant and compare these with the grant baseline budgets, with current budgets.

g. Revisions and Access to Data.

1. Incorporate grant changes in a timely manner recording the effects of such changes in budgets and schedules.
2. Prohibit retroactive changes to records pertaining to work performed that will change previously reported amounts for applied direct costs, or indirect costs, except for correction of errors and routine accounting adjustments.
3. Prevent revisions to the grant budget baseline except for government-directed changes to authorized effort, that is, scope, work, and schedules.
4. At the time changes occur, advise the grantor agency of any changes to baseline budgets or schedules.
5. The duly authorized representatives of the grantor agency shall be provided access to all of the foregoing information and records in support thereof.

h. Personnel and Compensation.

1. The organization will operate under a comprehensive plan that includes a scale of rates or ranges based upon the responsibilities of each position and its relationship to other positions.

2. Compensation paid shall be reasonable. Compensation will be considered reasonable if it is a part of a public compensation plan prescribed for the grantee, or if it is comparable to that paid for similar work in the labor market in which the grantee must compete for the kind of employees involved.

3. The compensation plan must include provisions concerning weekly hours of work; payment, if any, for overtime work; prior approval of all overtime work; and provisions establishing for each authorized part-time position the number of hours to be served each pay period by the incumbent.

4. In the absence of an applicable public fringe benefit plan, fringe benefits extended to employees must be reasonable and of general application. Fringe benefits will be considered reasonable if they are comparable to the benefits extended to employees of similar organizations in the same area.

- i. Safeguarding of Assets. All funds, property, and other resources for which the grantee is responsible shall be appropriately safeguarded and periodically inventoried under appropriate policies and procedures.

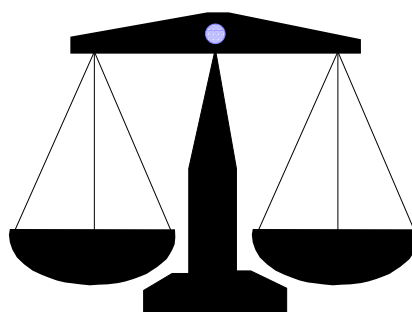
APPENDIXES

A - Request for Reimbursement (RFR) Form

B - State Travel Form

C - Quarterly Progress Report Example
and Form

D - Performance Indicators



REQUEST FOR REIMBURSEMENT

Implementing Agency: _____

Program Title: _____

Address: _____

Contact Person: _____

Phone: _____ Grant Number: _____

Fax Number: _____ Report for the Period Covering: _____

Budget Category	Expenses Paid This Period	Cumulative Expenses to Date	Program Budget
Personnel*	\$	\$	\$
Equipment	\$	\$	\$
Travel/Conferences/Training	\$	\$	\$
Supplies	\$	\$	\$
Contractual Services	\$	\$	\$
Rent/Utilities	\$	\$	\$
Administrative Costs	\$	\$	\$
Other	\$	\$	\$
Total Expenditures	\$	\$	\$
Less Matching Funds	\$	\$	\$
Grant Funds Requested	\$	\$	\$

Prepared by: _____ Title: _____

Signature of _____

Program Contact: _____ Title: _____

Note: Please refer to the budget submitted in the original grant application.

All expenditures must have adequate supporting documentation.

*If Personnel Costs are included in your budget/RFR, please refer to page 17 , Personnel Costs section, for required documentation that must accompany the RFR.

Juvenile Accountability Block Grant
Quarterly Progress Report
Criminal Justice Services Division-Oregon Office of Homeland Security

Program Grant #: Example Report Period: from- _____ to- _____
 Implementing Agency: _____
 Report Prepared by: _____ Phone number: _____

List each goal from your grant application, followed by progress in attaining your goals for the quarter (attach additional pages as needed and use these pages to make additional copies as necessary. An electronic template will be provided by request).

Goal: Reduce juvenile offender recidivism
Objective: 80% of youth will not be referred back to the program for another criminal offense for at least one year after successfully completing their peer court agreement.
Purpose Area: (JABG 11) Establishing and maintaining accountability-based programs designed to reduce recidivism among juveniles who are referred by law enforcement personnel or agencies.

Performance Measures:

List all Federal indicators and corresponding data as selected from Appendix D.

Output Indicators: #1 Number and percent* of staff trained in accountability programming
a) Number of staff trained - 1
b) Number of staff - 1
#2 Number of hours of training about accountability programming offered - 16
3 Number of accountability programs in operation - 2
 Short-term Outcomes: #1 Number of supervision meetings per youth per month - 5
#2 Number and percent* of youth with a behavioral contract developed at their intake into the accountability program.
a) Number of youth with a behavioral contract at intake - 56
b) Number of youth to enter program - 51

*Percent will be automatically calculated when number is entered on the on-line reporting system.

Intermediate-term Outcomes:	Number and percent* of youth to complete their accountability program successfully.
	a) Number of youth to successfully complete accountability programming - 56
	b) Number of youth to enter accountability programming - 57
Progress/Activities:	The coordinator worked with and mentored 56 youth referred to the program during this reporting period. Youth were referred to a variety of activities that included involvement in community activities, GED and educational programs and the tracking of their school attendance while in the accountability program.
	Ninety percent of these youth did not have a criminal referral to the juvenile department while in the program.
	■ Of 57 youth referred to the program during this reporting period, one youth received a non-criminal referral to the juvenile department.
	■ Of 150 youth referred to the program during the previous year, 20 were referred to the juvenile department within one year of participating in the program, 12 were non-criminal referrals and 8 were criminal referrals with a criminal recidivism rate of 5.33 percent.
Additional goals, objectives and outcomes/ activities to demonstrate program effectiveness:	<p>Goal: Increase academic success of delinquent youth. Activities: Court School</p> <p>Objective: Program participants will have a significant increase in Comprehensive Adult Student Assessment System (CASAS) test scores prior to leaving Court School.</p> <p>At least 50 percent of the students served will successfully transition to another school, GED program, or work . Process: 100 youth under the jurisdiction of the court or returning to the community from state residential placement will receive court mandated, individualized education through Court School.</p> <p>Short/Long-Term Outcomes: 60.4 percent reduction in crime. Average pre-criminal referrals = 4.07; average post criminal referrals = 1.61 (n=100; two-year follow-up)</p>

*Percent will be automatically calculated when number is entered on the on-line reporting system.

Performance assessment:

A. Is the program on track to meet its goals & objectives? Yes No
(if no, provide explanation)

B. Has the program experienced any delays/problems in meeting its goals & objectives?
 Yes No

Examples: Delay in hiring staff, recidivism rate higher than projected, fewer clients served than projected.
If the program has had delays/problems, what were they and what steps have been taken to resolve them.

Program Contact: _____

Signature

Printed Name and
Title: _____

Submit this report to:

JABG Grants Coordinator
Criminal Justice Services Division
Oregon Office of Homeland Security
4760 Portland Rd NE
Salem, OR 97305

Due Date:
For Period: Report Due:
7/1-9/30 10/31/04
10/1-12/31 1/31/05
1/1-3/31 4/30/05
4/1-6/30 7/31/05

Juvenile Accountability Block Grant
Quarterly Progress Report
Criminal Justice Services Division-Oregon Office of Homeland Security

Program Grant #: _____ Report Period: from- _____ to- _____
Implementing Agency: _____
Report Prepared by: _____ Phone number: _____

List each goal from your grant application, followed by progress in attaining your goals for the quarter (attach additional pages as needed and use these pages to make additional copies as necessary. An electronic template will be provided upon request).

Goal: _____
Objective: _____
Purpose _____
Area: _____

Performance Measures:

List all Federal indicators and corresponding data as selected from Appendix D.

Output Indicators: _____

Short-term Outcomes: _____

Intermediate-term Outcomes: _____

Progress/ Activities: _____

Additional goals, objectives and outcomes/ activities to demonstrate program effectiveness:	<hr/> <hr/> <hr/> <hr/> <hr/>
Goal:	<hr/>
Objective:	<hr/>
Purpose	<hr/>
Area:	<hr/>
Performance Measures:	
Output Indicators:	<hr/> <hr/> <hr/>
Short-term Outcomes:	<hr/> <hr/>
Intermediate-term Outcomes:	<hr/> <hr/> <hr/>
Progress/ Activities:	<hr/> <hr/> <hr/>
Additional goals, objectives and outcomes/ activities to demonstrate program effectiveness:	<hr/> <hr/> <hr/> <hr/>

Performance assessment:

A. Is the program on track to meet its goals & objectives? Yes No
(if no, provide explanation)

B. Has the program experienced any delays/problems in meeting its goals & objectives?
 Yes No

Examples: Delay in hiring staff, recidivism rate higher than projected, fewer clients served than projected.

If the program has had delays/problems, what were they and what steps have been taken to resolve them.

Program Contact: _____

Signature

Printed Name and
Title: _____

Submit this report to:

	Due Date:	
JABG Grants Coordinator	For Period:	Report Due:
Criminal Justice Services Division	7/1-9/30	10/31/04
Oregon Office of Homeland Security	10/1-12/31	1/31/05
4760 Portland Rd NE	1/1-3/31	4/30/05
Salem, OR 97305	4/1-6/30	7/31/05

PERFORMANCE INDICATORS

Purpose Area	Indicators	Performance Measures
<p>1. Developing, implementing, and administering graduated sanctions for juvenile offenders.</p>	<p>Output Indicators</p>	Number of graduated sanctions policies instituted
		Number of juvenile justice units that are implementing graduated sanctions programs
		Number and percent of programs using graduated sanctions
		Number and percent of youth served to whom graduated sanctions were applied
		Number of supervision meetings per youth in graduated sanctions programs
		Number and percent of youth who had a behavioral contract developed when they entered a program that was part of a graduated sanctions approach
		Number of sanctioning options available at each level (immediate, intermediate, secure care, and aftercare/reentry)
		Number and percent of staff trained on the use of graduated sanctions
	<p>Short-Term Outcome Indicators</p>	Number and percent of sanctions that were successfully contested
		Number of hours of service received per youth
		Cost savings
		Number and percent of cases that result in alternatives to detention
		Number and percent of cases that result in: community service, monetary restitution, and direct service to victims
		Number and percent of sanction changes that were from a less restrictive to a more restrictive sanction
	<p>Intermediate-Term Outcome Indicators</p>	Time in hours from infraction to sanction
		Number and percent of youth who were monitored according to the terms in their behavioral contracts
		Number and percent of successful program completions
		Number of non-compliant events (e.g., missing appointments) and percent of all events that were non-compliant

Purpose Area	Indicators	Performance Measures	
<p>2. Building, expanding, renovating, or operating temporary or permanent juvenile correction, detention, or community corrections facilities.</p>	<p>Output Indicators</p>	Number and percent of new secure detention beds	
		Number and percent of new non-secure corrections beds	
		Number and percent of square feet of improved space	
		Number of square feet of operational client space	
		Number and percent of new client service slots (non-residential)	
		Number and percent of staff salaries paid	
		Amount spent on program supplies and percent of total supply budget	
		Amount spent on other operating costs and percent of total other operating costs	
	<p>Short-Term Outcome Indicators</p>	Amount and percent of staff time spent on security	
		Amount and percent of staff time spent on behavioral management	
		Amount and percent of staff time spent on individual counseling	
		Number of square feet per youth	
		Percent of capacity	
		Number and percent of youth fulfilling their court-determined length of stay	
		Number and percent of days operated at full capacity	
		Percent of space that is used as intended	
		<p>Intermediate-Term Outcome Indicators</p>	Number of safety violations
			Number of disciplinary actions against youth
Number of disciplinary actions against staff			
Number of physical injuries to youth			
Number of physical injuries to staff			
Number and percent of youth held in secure detention			
Number of hours youth were held in secure detention			
Number and percent of youth placed elsewhere because of lack of space			

Purpose Area	Indicators	Performance Measures
3. Hiring juvenile court judges, probation officers, and court-appointed defenders and special advocates, and funding pretrial services (including mental health screening and assessment) for juvenile offenders to promote the effective and expeditious administration of the juvenile justice system.	Output Indicators	Amount of funds spent on pretrial services
		Number and percent of each of the following types of staff hired: judges, probation officers, defenders, special advocates, pretrial service staff
		Number of cases per staff member
		Number and percent of vacant positions for each of the following staff types: judges, probation officers, defenders, special advocates, pretrial service staff
		Number of pretrial service types
		Number of pretrial service slots
		Number of hours of training about pretrial services offered to staff
		Number and percent of staff trained in pretrial services (including screening)
	Short-Term Outcome Indicators	Number of youth to receive pretrial services
		Number of pretrial services received per youth
		Number of hours per week and percent of staff time spent directly serving clients
		Number and percent of youth screened
		Number and percent of youth assessed
		Average time in hours from first contact to screening
		Average time in hours from screening to assessment
	Intermediate-Term Outcome Indicators	Number and percent of youth to receive mental health services
		Average time in days from case assignment to first meeting between staff member and youth or family
		Number and percent of complete case files
		Average time in days from referral to pretrial services to completion of pretrial processing
		Number and percent pretrial appointments missed by youth or families
		Number and percent of youth to go through the system as intended (no service gaps, in the intended order, etc.)

Purpose Area	Indicators	Performance Measures
<p>4. Hiring additional prosecutors so that more cases involving violent juvenile offenders can be prosecuted and case backlog reduced.</p>	<p>Output Indicators</p>	<p>Number and percent of new prosecutors hired</p>
		<p>Number and percent of vacant prosecutor positions</p>
		<p>Ratio of prosecutors to cases involving violent offenders</p>
	<p>Short-Term Outcomes</p>	<p>Number and percent of specialized prosecutors</p>
		<p>Length of employment in months per prosecutor</p>
		<p>Number and percent of court units restructured</p>
		<p>Number of staff per manager</p>
	<p>Intermediate-Term Outcomes</p>	<p>Average number of days from arrest to first court date (days)</p>
		<p>Number of days from arrest to case disposition (days)</p>
		<p>Number and percent of days per youth spent in detention between arrest and case disposition</p>

Purpose Area	Indicators	Performance Measures
<p>5. Providing funding to enable prosecutors to address drug, gang, and youth violence problems more effectively and for technology, equipment, and training to assist prosecutors in identifying and expediting the prosecution of violent juvenile offenders.</p>	Output Indicators	Amount of funds allocated to programs that help prosecutors address cases involving drugs, gangs, or youth violence
		Amount of funds spent on equipment for prosecution of cases involving drugs, gangs, or youth violence
		Number and percent of prosecutors trained in topics related to drugs, gangs, or youth violence
		Number of hours of training offered to prosecutors on topics related to drugs, gangs, or youth violence
		Number of hours of mentoring that new prosecutors receive in their first 6 months
	Short-Term Outcomes	Number and percent of prosecutors that handle cases involving juvenile offenders exclusively
		Number and percent of cases disposed involving drugs, gangs, or youth violence
		Number and percent of violent offenders cases prosecuted on a "fast track"
		Number of options available for handling cases involving drugs, gangs, or youth violence
		Time in hours spent per month by prosecution staff coordinating between other court units
		Number and percent of cases involving drugs, gangs, or youth violence to be prosecuted through a community prosecution program
		Intermediate-Term Outcomes
	Ratio of senior staff to junior staff	
	Hours and percent of prosecutor hours per month spent on cases involving first time offenders	

Purpose Area	Indicators	Performance Measures
<p>6. Establishing and maintaining training programs for law enforcement and other court personnel with respect to preventing and controlling juvenile crime.</p>	<p>Output Indicators</p>	<p>Number and percent of law enforcement staff trained in preventing or controlling juvenile crime</p>
		<p>Number and percent of court personnel trained in preventing or controlling juvenile crime</p>
		<p>Number of hours of training offered to law enforcement staff</p>
		<p>Number of hours of training offered to court personnel</p>
	<p>Short-Term Outcomes</p>	<p>Number and percent of staff to rate the training received as helpful</p>
		<p>Number and percent of staff trained who take additional courses on prevention and control of juvenile crime</p>
		<p>Number and percent of sick days taken by law enforcement staff or court personnel</p>
		<p>Number and percent days law enforcement staff or court personnel are late to work</p>
		<p>Number and percent of law enforcement staff or court personnel rated as improved by supervisors</p>
		<p>Number and percent of law enforcement staff or court personnel to leave the office/unit</p>
	<p>Intermediate-Term Outcomes</p>	<p>Number of staff/youth conflicts</p>
		<p>Number of staff reprimands</p>
		<p>Number of complaints about staff filed by youth</p>
		<p>Number and percent of policies based on a public health approach to crime control and prevention</p>

Purpose Area	Indicators	Performance Measures
7. Establishing juvenile gun courts for the prosecution and adjudication of juvenile firearms offenders.	Output Indicators	Number and percent of staff trained on gun court procedures
		Number of hours of training on gun court procedures offered
		Number and percent of arrests for gun offenses in which a juvenile offender is assessed for participation in the gun court
		Number and percent of families of youth charged with gun offenses who are assessed
		Number of agencies involved in the gun court
		Number of gun court slots
	Short-Term Outcomes	Time in days from arrest to enrollment in the gun court
		Number of treatment (clinical) slots available to the gun court
		Number of types of treatment (clinical) offered through the gun court
		Number of service (non-clinical) slots available to the gun court
		Number of types of service offered through the gun court
	Intermediate-Term Outcomes	Number and percent of eligible youth to enter the gun court
		Number of judicial contacts per youth per month
		Number of hours of treatment received per youth participating in the gun court
		Service intensity
		Number and percent of families of participants to actually participate in at least one recommended service (not including court appearances)
		Number of different services and treatments received by youth gun court participants
		Number of days of youth participation in the gun court
		Number and percent of youth to successfully complete treatment/services referred to as part of the gun court
		Number and percent of youth to successfully complete their gun court requirements
		Cost savings per case
		Number and percent of court appearances missed by gun court participants
		Number and percent of gun court participants for whom a bench warrant is issued

Purpose Area	Indicators	Performance Measures
<p>8. Establishing drug courts for juvenile offenders that provide continuing judicial supervision over juvenile offenders with substance abuse problems and the integrated administration of other sanctions and services for such offenders.</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Output Indicators</p>	Number and percent of staff trained on drug court procedures
		Number of hours of training on drug court procedures offered
		Number and percent of youth charged with drug offenses, who are assessed
		Number and percent of families of youth charged with drug offenses, who are assessed
		Number of agencies involved in the drug court
		Number of drug court slots
		Time in days from arrest to enrollment in the drug court
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Short-Term Outcomes</p>	Number of clinical treatment slots available to the drug court
		Number of types of treatment (clinical) offered through the drug court
		Number of service (non-clinical) slots offered through the drug court
		Number of types of non-clinical service offered through the drug court
		Frequency of drug testing

Purpose Area	Indicators	Performance Measures
	Intermediate –Term Outcomes	<p>Number and percent of eligible youth to enter the drug court</p> <p>Number of judicial contacts per youth participating in the drug court</p> <p>Number of hours of treatment received per youth participating in the drug court</p> <p>Number and percent of youth to test positive for drug use</p> <p>Service intensity</p> <p>Number of families of participants to actually participate in at least one recommended service (not including court appearances)</p> <p>Average number of different services received by youth drug court participants</p> <p>Number of days of youth participation in the drug court</p> <p>Number and percent of youth to successfully complete treatment/services referred to as part of the drug court</p> <p>Number and percent of youth to successfully complete their drug court requirements</p> <p>Cost savings per youth</p> <p>Number and percent of court appearances missed by drug court participants</p> <p>Number and percent of drug court participants for whom a bench warrant is issued</p>
<p>9. Establishing and maintaining a system of juvenile records designed to promote public safety.</p>	Output Indicators	<p>Number and percent of units of local government (ULG) that have automated data systems</p> <p>Number and percent of cases that are in the <u>automated systems</u></p> <p>Number and percent of data elements that are automated</p> <p>Number and percent of staff trained to use the <u>automated systems</u></p>

Purpose Area	Indicators	Performance Measures
	Short-Term Outcomes	Number of hours of training provided on the automated systems
		Number and percent of case files that are completely automated
		Number and percent of staff with access to the automated system
		Number and percent of programs about which the data are complete
		Number of complaints about data accuracy (including timeliness)
	Intermediate-Term Outcomes	Time in hours from contact to information being entered into the system
		Time required for client administration
		Percent of redundant assessments/intakes performed
		Number and percent of requests for missing information about a youth or case
		Number and percent of data/information requests that must be submitted more than once
		Number and percent of units with agreements to use common intake/assessment forms
		Number of data queries
		Number of different standard reports that are programmed into the system
10. Establishing and maintaining interagency information-sharing programs that enable the juvenile and criminal justice systems, schools, and social services agencies to make more informed decisions regarding the early identification, control, supervision, and treatment of juveniles who repeatedly commit serious delinquent or criminal acts.	Output Indicators	Number of partner agencies
		Number of data elements shared among partner agencies
		Number and percent of youth about whom there is a complete case file
		Number and percent of staff trained on information sharing
		Number of hours of training provided about the information sharing

Purpose Area	Indicators	Performance Measures	
	Short-Term Outcomes	Staff time required to access client data from outside agencies	
		Number of interagency information requests	
		Average time in hours from information request to information receipt	
		Number and percent of youth that are referred for similar services through different agencies or staff (i.e., redundant referrals)	
		Number and percent of youth on waiting lists for treatment or service	
		Number and percent of days youth spend on waiting lists for treatment or service	
		Number and percent of youth who cannot receive identified services (e.g., slots full, service not provided locally)	
	Intermediate-Term Outcomes	Time to service (days)	
		Number and percent of youth about whom information is shared across agencies	
		Number and percent of youth to enter services or treatment to which they are referred	
		Number and percent of services and treatments successfully completed by youth	
	11. Establishing and maintaining accountability-based programs designed to reduce recidivism among juveniles who are referred by law enforcement personnel or agencies.	Output Indicators	Number and percent of staff trained in accountability programming
			Number of hours of training about accountability programming offered
Number of accountability programs in operation			
Number and percent of justice agencies providing accountability programming			
Number of accountability program slots			
Short-Term Outcomes		Number of supervision meetings per youth per month	
		Time in days from offender intake into the accountability program to receipt of a sanctions schedule	
		Number and percent of youth with a behavioral contract developed at their intake into the accountability program	

Purpose Area	Indicators	Performance Measures
	Intermediate-Term Outcomes	Time in hours from infraction to sanction
		Number and percent of sanctions that are successfully contested by youth or their families
		Number and percent of youth referrals across departments, organizations, agencies or units
		Number and percent of eligible youth to enter an accountability program
		Number and percent of youth to receive aftercare services
		Average percent of days youth received treatment/services
		Number and percent of youth assigned to alternatives to detention
		Number of days of program participation per youth
		Number and percent of youth to complete their accountability program successfully
12. Establishing and maintaining programs to conduct risk and needs assessments of juvenile offenders that facilitate the effective early intervention and the provision of comprehensive services, including mental health screening and treatment and substance abuse testing and treatment to such offenders.	Output Indicators	Number and percent of intake units using valid and reliable risk assessments
		Number and percent of intake units using valid and reliable needs assessments
		Number of sources used in assessment process
		Number and percent of assessment staff with specialized training

Purpose Area	Indicators	Performance Measures
	Short-Term Outcomes	Number and percent of youth fully assessed using risk and needs assessments
		Of the total number of youth identified as needing substance abuse treatment, the percent identified through the screening/assessment process
		Of the total number of youth identified as needing mental health services, the percent identified through the screening/assessment process
		Average time in hours from first justice contact for current offense to youth screening
		Average time in hours from screening to assessment
		Average time in days from assessment to first service receipt
		Number and percent of referrals to primary prevention services
		Number and percent of referrals to secondary prevention services
		Number of different service referrals per youth
		Intermediate-Term Outcomes
	Of the total number of youth identified as needing substance abuse treatment, the percent identified through the screening/assessment process	
	Of the total number of youth identified as needing mental health services, the percent identified through the screening/assessment process	
	Average time in hours from first justice contact for current offense to youth screening	
	Average time in hours from screening to assessment	
	Average time in days from assessment to first service receipt	
	Number and percent of referrals to primary prevention services	
	Number and percent of referrals to secondary prevention services	
	Number of different service referrals per youth	

Purpose Area	Indicators	Performance Measures	
<p>13. Establishing and maintaining accountability-based programs that are designed to enhance school safety.</p>	<p>Output Indicators</p>	Percent of time per week spent on accountability programming	
		Number and percent of school staff trained to implement accountability programming	
		Number of graduated sanctions options per level (immediate, intermediate, secure care, aftercare)	
		Number of accountability programs operating	
		Number of graduated sanctions slots per level (immediate, intermediate, secure care, aftercare)	
		<p>Short-Term Outcomes</p>	Number and percent of staff participating in accountability programs
	Number of school-community partnerships		
	Number of school-justice partnerships		
	Number of school safety programming options in place		
	Number and percent of youth to receive a sanctions schedule at school orientation		
	<p>Intermediate-Term Outcomes</p>		Time in hours from infraction to sanction
			Number and percent of misconduct events handled using accountability sanctions/guidelines
			Number of target youth referred to the justice system
		Number of formal incident reports	
Number of crimes reported to the police			
Number and percent of teachers threatened at school			
Number of weapons seized			
Average number of hours youth spend out of learning activities			

Purpose Area	Indicators	Performance Measures
14. Establishing and maintaining restorative justice programs.	Output Indicators	Number of restorative justice programs implemented
		Number of any of the following events: victim offender mediation/dialogue; family group conferencing; peacemaking circles; restitution; personal services to victims; community services; apologies; victim/community impact panels; community/neighborhood impact statements; victim empathy groups/classes
		Amount of funds allocated to restorative justice programming
		Number of restorative justice program slots
		Number of hours of restorative justice training offered to justice staff by type (orientation, continuing education, cross training with community-based organizations)
		Number of hours of community outreach about restorative justice programming
		Short-Term Outcomes
	Number and percent of target youth to receive restorative justice programming	
	Number of restorative justice sanctioning options available	
	Number and percent of offenses for which <u>restorative justice</u> is an option	
	Number and percent of crime victims to participate in restorative justice programming	

Purpose Area	Indicators	Performance Measures
	Intermediate-Term Outcomes	Average time in hours from crime report to first contact between victim and victim advocate
		Average time in hours spent by victim advocates with victims
		Average number of contacts between victim and victim advocate
		Number and percent of cases in which victims had input into the offender's disposition
		Number and percent of cases in which community members had input into the offender's sentence
		Number and percent of offenders to pay monetary restitution
		Number and percent of offenders to receive skills building and training
		Number and percent of youth to successfully complete their restorative justice requirements
15. Establishing and maintaining programs to enable juvenile courts and juvenile probation officers to be more effective and efficient in holding juvenile offenders accountable and reducing juvenile recidivism.	Output Indicators	Number of accountability programs in operation
		Number of types of accountability programs
		Amount of funds allocated to accountability programming
		Number of court/probation units with accountability programs in place
		Number of accountability program slots

Purpose Area	Indicators	Performance Measures		
	Short-Term Outcomes	Number and percent of cases for which accountability options are used as part of the court/probation process		
		Number and percent of cases for which the judge has complete youth case files prior to sentencing		
		Number and percent of youth that go through the court or probation system to participate in accountability programming		
		Number of accountability sanctioning options available		
		Number and percent of juvenile justice offenses for which accountability programs are an option		
		Number of youth per probation officer		
		Number of supervision meetings per youth per month		
		Number and percent of non-compliance events (e.g., missed court dates, positive drug tests)		
		Number and percent of probation contacts that are proactive		
		Number and percent of youth to have a behavioral contract developed at intake		
		Average time in hours from infraction to sanction		
			Intermediate-Term Outcomes	Number and percent of modifications that resulted in more restrictive release conditions
				Number and percent of youth to have revocation hearings
Number and percent of youth to complete their justice requirements successfully				

Purpose Area	Indicators	Performance Measures
<p>16. Hiring detention and corrections personnel, and establishing and maintaining training programs for such personnel to improve facility practices and programming.</p>	<p>Output Indicators</p>	Number and percent of staff hired
		Number and percent of vacant positions
		Ratio of youth to staff
		Number and percent of programs with vacant staff positions
		Number and percent of staff trained in improving facility practices and/or programming
		Number of hours of training offered in improving facility practices and/or programming
	<p>Short-Term Outcomes</p>	Staff time spent on <u>security</u>
		Number and percent of staff to rate the training received as helpful
		Number and percent of staff trained who take additional courses on improving facility practices and programming
		Number and percent of sick days taken
		Number and percent of days employees are late to work
		Number and percent of staff rated as improved by supervisors
		Number and percent of staff to leave the office/unit
	<p>Intermediate-Term Outcomes</p>	Staff time spent on <u>security</u>
		Number and percent of staff to rate the training received as helpful
		Number and percent of staff trained who take additional courses on improving facility practices and programming
		Number and percent of sick days taken
		Number and percent of days employees are late to work