

**EDWARD BYRNE MEMORIAL  
JUSTICE ASSISTANCE GRANT PROGRAM  
FISCAL YEARS 2006-2008 REQUEST for PROPOSALS  
APPLICATION INSTRUCTIONS AND REQUIREMENTS**

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**JUVENILE DELINQUENCY AND VIOLENCE  
PREVENTION PROGRAMS**

**CRIMINAL JUSTICE SERVICES DIVISION  
OREGON OFFICE OF HOMELAND SECURITY  
4760 PORTLAND ROAD NE  
SALEM, OREGON 97305  
(503) 378-4145**

**APPLICATION DUE DATE: MAY 19, 2006**



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# **EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT PROGRAM**

## **Fiscal Years 2006-2008 Request for Proposals**

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### **Juvenile Delinquency and Violence Prevention Programs**

#### **Introduction**

The Criminal Justice Services Division (CJSD) of the Oregon Office of Homeland Security announces the availability of \$1,500,000 in Edward Byrne Memorial Justice Assistance Grant Program (JAG Program) funds to be competitively distributed during fiscal years 2006-2008 for the purposes of preventing the delinquent and violent activities and offenses of juveniles in communities throughout the state, and reducing their involvement in the juvenile and criminal justice systems.

CJSD has historically promoted funding of juvenile delinquency and violence prevention programs in Oregon through the Edward Byrne Memorial State and Local Law Enforcement Assistance Formula Grant (Byrne Formula Grant Program), which was appropriated under the Anti-Drug Abuse Act of 1988 and administered to states by the U.S. Department of Justice, Bureau of Justice Assistance (DOJ / BJA) (1). As part of the 2005 Consolidated Appropriations Act (Public Law 108-477) intended to streamline justice funding and grant administration, Congress merged the Byrne Formula Grant Program with the Local Law Enforcement Block Grant Program and established the JAG Program.

While the JAG Program represents a significant reduction in funding to States, it continues to support several DOJ / BJA designated crime prevention and control program areas that can impact the delinquent and violent behaviors of juveniles. These program areas include law enforcement, prosecution and the courts, drug treatment, prevention and education, and planning, evaluation, and technology improvement (2, 3).

#### **State Administering Agency**

CJSD provides services to the Oregon criminal justice community through the administration of eleven federal grant programs aimed at reducing drug use and violent crime and improving the effectiveness of the criminal justice system (4). As the state administering agency for the Oregon JAG Program, CJSD collaborates with the Governor's Office in determining funding priority areas and authorizing distributions. Oregon JAG Program funds for fiscal years 2006-2008 have recently been authorized for competitive distribution through this Request for Proposals.

#### **Intent of This Request for Proposals**

The intent of this Request for Proposals is to advance the DOJ / BJA designated JAG Program areas related to drug treatment, and prevention and education in Oregon through funding of programs that provide substance abuse,

counseling, and related educational services for juveniles who are at known or high risk of future or continued involvement in delinquent or violent activities or offenses.

To be considered for funding, applicants must comply with all of the guidelines described in this Request for Proposals. These guidelines include the:

- Amount and duration of funding
- Application due date
- Grant program goals
- Eligible applicants
- Funding priorities
- Application instructions and requirements
- Application review and award decisions
- Award conditions

### **I. Amount and Duration of Funding**

A total of \$1,500,000 will be distributed during fiscal years 2006-2008. First year funding is expected to begin July 1, 2006 and end June 30, 2007. Second year funding will be based on grantee performance and compliance with award conditions, and on the continued availability of JAG Program funds in Oregon.

Applicants must be able to document the availability of a 25 percent non-Federal cash or in-kind match. The method for calculating the match requirement is described in the Budget section of the application instructions. In addition, since an important objective of the JAG Program in Oregon is to initiate potentially sustainable programs, priority will be given to applicants that can provide an assurance of

continuation funding for the program after JAG Program funding expires.

### **II. Application Due Date**

One original and five copies of the application must be **received (not post-marked) by 5:00 PM Friday, May 19, 2006**. Only materials included as part of the application will be considered in the review process. Late applications or additions to an original application to meet the grant program guidelines will not be accepted. Neither facsimiles nor email submissions will be accepted. The postal mail and hand-delivery address is provided below.

**Edward Byrne Memorial  
Justice Assistance Grant Program:  
Juvenile Delinquency and Violence  
Prevention Programs**

**Criminal Justice Services Division  
Oregon Office of Homeland Security  
4760 Portland Road NE  
Salem, OR 97305  
Phone: (503) 378-4145**

### **III. Grant Program Goals**

The goals of this grant program are to reduce the likelihood of entry into the juvenile or criminal justice system for juveniles who are at known or high risk of involvement in delinquent or violent activities, and to reduce the likelihood of re-entry into the system for juveniles who have already committed delinquent or violent offenses. Through this solicitation, CJSD will support Oregon communities in improving their ability to provide the most effective and targeted services that address the substance abuse, counseling, and related

educational needs of these at-risk juveniles.

#### **IV. Eligible Applicants**

Applicants eligible under this solicitation include state and local units of government, non-profit agencies, and tribal governments.

Agencies that have previously not received funding for juvenile delinquency and violence prevention through the Byrne Formula Grant Program are particularly encouraged to apply. Agencies that receive a direct JAG Program award from DOJ / BJA remain eligible applicants under the portion of the JAG Program administered by the State.

#### **V. Funding Priorities**

##### **A. Rationale**

The funding priorities for this solicitation are derived from research that suggests that the juvenile delinquency and violence prevention programs offering the greatest likelihood of producing positive outcomes are those that employ a risk-focused approach (5, 6), target individuals at known or high risk of engaging in delinquent or violent activities or offenses (7), and are evidence-based (8, 9).

**Programs that employ a risk-focused approach** are those that aim to reduce risk factors and increase protective factors. Risk factors are the personal characteristics of individuals (such as temperament) and the characteristics of the environment in which individuals live (such as those related to family, peers, school, and community) that increase the likelihood of engaging in problem

behaviors. Protective factors are the personal and environmental characteristics that decrease the likelihood of engaging in problem behaviors.

The relationships between risk and protective factors and behavior are complex. Several factors can influence the expression of each behavior, and each factor can influence the expression of several behaviors. Specific risk and protective factors that exist or occur at certain developmental stages can predict who is most likely to engage in delinquent or violent behaviors.

Some examples of established individual and environmental risk factors for juvenile delinquency and violence are early antisocial behavior, hyperactivity, low behavioral inhibition, poor cognitive development, family disintegration, family violence, parental attitudes that are favorable to substance abuse and illegal activity, academic failure, truancy, school dropout, association with peers involved in drugs and antisocial behaviors, fighting with peers, and neighborhood disadvantages.

**Programs that target individuals at known or high risk** of engaging in delinquent and / or violent behaviors are those that take the necessary steps to identify, assess, and provide relevant, age-specific, and culturally appropriate services to individuals who exhibit established risk factors for these behaviors.

Examples of individuals at known or high risk of entry into the juvenile justice system include those who exhibit drug and / or alcohol abuse problems and those having had contact with the juvenile justice system as non-offenders (such as neglected, abused, and dependent juveniles), status offenders (such as runaways, truants, alcohol offenders, and incorrigibles), or minor delinquent offenders. Individuals at known or high risk of re-entry into the juvenile justice system include those who have already committed delinquent or violent offenses and evidence a high likelihood of becoming, or already are, serious, violent and / or chronic offenders.

**Programs that are evidence-based** in the context of this Request for Proposals are those that have: a theoretical foundation that reflects the behavioral science underlying the program, detailed documentation of each feature of program implementation, data reflecting program effectiveness from evaluation studies that have employed rigorous scientific methods (involving a control or comparison group), program evaluation findings that have been subjected to critical review by other researchers and published in respected scientific journals, and certification by a federal agency or a respected research organization as an evidence-based program. These programs may also be referred to as model programs.

CJSD has long promoted funding of evidence-based programs for the prevention of juvenile delinquency and violence through the Byrne Formula Grant Program. The recent enactment of ORS 181.637, which mandates five

other state administering agencies to direct an increasing percentage of funds toward evidence-based programs beginning in 2005, recognizes the significant benefits conferred by these programs.

As efforts to learn more about preventing juvenile delinquency and violence continue throughout the country, many promising programs are being tested. Promising programs that incorporate evidence-based practices are among those that can be expected to foster the best outcomes. Evidence-based practices are the elements, activities, procedures, techniques, approaches, concepts, philosophies, and policies commonly found in evidence-based programs. While there is some support from research or evaluation findings for promising programs, these findings generally lack (or do not yet have) the scientific rigor and / or consistently positive outcomes characteristic of evidence-based programs. Continued testing of promising programs is critical to advancing the field.

## **B. Eligible Programs**

Programs eligible for funding under this solicitation are those that combine the following three features:

1. A risk-focused approach;
2. Services targeting males and / or females 17 years of age and younger who:
  - Are at known or high risk of involvement in delinquent or violent activities; and therefore are also at



risk of entering the juvenile or criminal justice system; or

➤ Have already committed delinquent or violent offenses, are at risk of reoffense, and therefore are also at risk of re-entry into the juvenile justice system or entry into the criminal justice system.

3. Evidence-based (model) status or a promising program approach that incorporates evidence-based practices.

Applicants should carefully consider the feasibility of replicating the selected program at the local site, in terms of whether the specific administrative, staffing, training, and service delivery (core components and dosage) requirements can be met. Applicants selected for funding will be expected to demonstrate fidelity (adherence) to the program, and may benefit from contacting the program developer prior to submitting the proposal to gather information on how this might best be achieved.

First funding priority will be given to proposals involving evidence-based programs. Applicants having difficulty identifying an evidence-based program that will be feasible to implement with fidelity at the local site may propose the use of a promising program that incorporates evidence-based practices. Additional information is required of applicants proposing promising programs (per VI.B.2.a below).

The following are selected examples of evidence-based programs for the target populations that are eligible under this solicitation. Those programs that

appear twice have been found to be effective with both populations.

Examples of programs designed to prevent entry into the justice system by juveniles at known or high risk of involvement in delinquent or violent activity are:

- *Incredible Years Series (IYS)*
- *Perry Preschool Project*
- *Big Brothers Big Sisters of America*
- *Brief Strategic Family Therapy*
- *Functional Family Therapy*
- *Multidimensional Treatment Foster Care*
- *Strengthening Families Program*
- *Strengthening Families Program for Parents and Youth 10-14*

Examples of programs designed to prevent re-entry into the justice system by individuals who have already committed delinquent or violent offenses are:

- *Adolescent Diversion Project*
- *Aggression Replacement Training*
- *Brief Strategic Family Therapy*
- *Functional Family Therapy*
- *Multisystemic Therapy*
- *Multidimensional Treatment Foster Care*
- *Repeat Offender Prevention*

Applicants are referred to the References and Resources section of this Request for Proposals (per X below) for internet accessible information on juvenile delinquency and violence prevention programs (8 through 15). Included are several registries that list and describe relevant programs (such

as 8, 9, and 10). Reports on many of these programs also provide cost-benefit information.

Eligible types of expenses related to both evidence-based and promising programs include, but are not limited to, substance abuse treatment, mental health counseling, case management, special education, alternative education, life skills education, coping skills education, home visitation, and family counseling in communication, parenting, and conflict resolution.

## **VI. Application Instructions and Requirements**

### **A. Application Length and Format**

Applications should consist of the Cover Sheet, Proposed Program Narrative, Plan for Assessing Program Implementation and Monitoring Program Outputs, Proposed Program Budget Worksheet and Narrative, and Plan for Program Sustainability. Applications must not exceed fifteen pages, exclusive of the cover sheet, and have a maximum additional fifteen pages of appendices. No part of sections VI.B.1 through 5 may be submitted as an appendix, with the exception of the Logic Model Summary Sheet (per VI.B.2.a below), Memorandum of Understanding (per VI.B.2.d below), and Statements of Qualifications (per VI.B.2.e below).

Applications must be submitted on single-sided, 8½ x 11-inch paper, using one-inch margins, and typed double spaced with a standard 12-point font.

## **B. Application Contents**

### **1. Cover Sheet**

Identifying information must be provided using the cover sheet format in Appendix A. This sheet must be completed in full and placed at the beginning of the proposal.

### **2. Proposed Program Narrative**

A proposed program narrative must be provided that separately identifies and addresses each of items a through e below:

#### **a. Program Description**

The program to be paid in full, or in part, by the grant must be described. The program description should be presented in a way that helps stakeholders (such as administrators, staff, evaluators, funding agencies, advocacy groups, citizens, and elected officials) to understand and communicate about the program.

For the program description, applicants must specify the:

- i) Name of and source information for the evidence-based or promising program to be replicated, and the rationale for proposing the use of this program.
- ii) Goals, or what the program is intended to accomplish and for which target population(s) (per V.B above). The goals must be consistent with the goals of the JAG Program (per III above).
- iii) Resources, such as staff, volunteers, time, financial resources, materials,

and equipment and other essential inputs to be used to deliver the program.

- iv) Activities and operations, such as how individuals will be recruited for (or referred to) the program, and day-to-day interventions and other services planned.
- v) Outputs, such as the number and characteristics of the individuals to be served, and the types, amount, duration, and quality of activities to be carried out or interventions and services to be delivered in the program.
- vi) Short / mid-term outcome objectives, or the measurable changes that can be expected to further the goals of the program, such as anticipated changes in knowledge, skills, attitudes, motivation, behavior, functioning, and safety.
- vii) Implementation timeline, including planning and development, program delivery, assessment, and reporting activities that will take place each month throughout the anticipated grant period (up to two years). Appendix B provides a sample format to be used for this purpose. The timeline will be used both in reviewing the application and as a benchmark against which to measure progress during the grant period.
- viii) Organizational arrangements that will be involved in administering and delivering the program, and how the program builds upon or articulates with programs previously or currently delivered by the applicant.

- ix) Steps taken to determine the feasibility of fully replicating the evidence-based or promising program at the local site.

In addition, applicants proposing to implement a promising program that incorporates evidence-based practices must describe the:

- x) Risk and / or protective factor(s) that the proposed program will address.
- xi) Evidence-based practices that the program will employ.
- xii) Evaluation data supporting the positive impact of these evidence-based practices on the proposed outcome objectives.

Using the information provided above, applicants must develop a logic model that illustrates the chain of events involved in the proposed program. Appendix C provides an example of a logic model representing an after school program for sixth grade students, as well as a blank form for applicants to complete and submit with the proposal.

**b. Demonstration of Need for the Program**

Applicants must demonstrate a compelling need for the proposed program for the proposed target population(s). This need must be substantiated with:

- i) Data reflecting the scope of the problem of juvenile involvement in delinquent and violent activities and offenses in the communities to be served by the program; and

- ii) Data reflecting the absence or inadequacy of substance abuse, counseling, and related educational services for juveniles at known or high risk of involvement in delinquent and violent activities and offenses in the communities to be served by the program.

Qualitative information (such as that from interviews or other key informants on barriers to obtaining needed services within the proposed communities) may be submitted to explain and enrich quantitative data that substantiate the need for the program. However, qualitative data should not be the sole justification for the proposal.

#### **c. Applicant Previous Experience**

Applicants with previous experience in a program providing substance abuse, counseling, or related educational services to at-risk juveniles should briefly describe:

- i) The specific program and any administrative or participatory role played by the applicant (including collaboration with other local, State, and / or Federal agencies, and tribal governments).
- ii) Whether and how previous involvement of the applicant in this program resulted in changes in program participant knowledge or behavior.

Applicants having received previous support through CJSD for any program described above should cite the grant award(s) and date(s).

#### **d. Evidence of Collaboration in Planning and Implementation**

Collaboration is expected to be an important factor in the successful planning and implementation of a program funded under this solicitation. Applicants should develop their proposed programs through a collaborative process that involves the agencies and organizations in the communities that will be impacted by the proposed program, and must describe the nature and extent of this collaborative planning. If possible, the planning group membership should mirror the diversity of the communities to be served by the program.

Applicants are also expected to implement their proposed program in a collaborative context, and use written agreements that bind agencies, organizations, case managers, and service providers. Applicants must include a Memorandum of Understanding that clearly states the goals of the program, lists each of the entities involved, and describes the roles and responsibilities of each. An authorized official from each participating entity must sign the Memorandum of Understanding. Failure to include all signatures will result in the application not being accepted for review.

#### **e. Evidence of Staff Professionalism and Cultural Competency**

The professional preparation and experience of identified or planned staff must be described in relation to the knowledge and skills needed to work specifically with proposed target population(s), and to deliver the core components of the proposed program.

Applicants must describe the preparation and experience of staff, or the need for staff training, specific to the proposed evidence-based or promising program. Statements of Qualifications for professional staff positions, including the education, training, and experience necessary to perform program activities and deliver program services may be submitted as an appendix to the application.

The preparation and experience of identified or planned staff must also be described in relation to ability to work with and provide services to the culturally and otherwise diverse populations in the community. These populations may include, but are not limited to, those who are cultural / ethnic minorities, racial minorities, non-English speaking, migrant farm workers, physically or mentally impaired, and lesbian / homosexual / bisexual. Developing and implementing culturally competent services may take time, collaboration, and training, and should be accounted for in the program timeline as needed.

If there is a need or plan for professional or cultural competency training, the specific type(s) and source(s) of training(s) to be obtained should be described for each member agency. Training is an allowable expense under the JAG Program, and may be included in the Budget.

### **3. Plan for Assessing Program Implementation and Monitoring Program Outputs**

CJSD anticipates that the maximum two-year period of this grant will limit the amount of evaluation that can

successfully be completed during the funding period. New programs need time to develop and implement, and no program is fairly or accurately evaluated before it is fully and well implemented. Therefore, the required evaluation component of this grant will focus on assessing program implementation and monitoring program outputs. This focus will enable grantees to gather information that will help them best develop and refine their programs, report adequately to CJSD on progress during the funding period, and lay the foundation that is essential for evaluating outcomes as the program continues beyond the period of this grant.

Applicants must submit a plan for program implementation assessment with output monitoring, and are encouraged to use a contracted evaluation consultant or staff member experienced in evaluation to develop the plan and serve as lead evaluator during the grant period. The implementation assessment should be designed to document the resources, context, activities, and operations involved in the delivery of the program. The output monitoring should be designed to describe the individuals being served by the program and detail the services that they receive.

The assessment / monitoring plan should also be designed with an eye toward modifying the program to best target the stated goals and objectives of the program. This should include examining the extent to which the program as implemented matches the program as intended, examining the extent to which the outputs produced match the outputs intended, and

identifying and solving problems related to implementation and outputs.

The assessment / monitoring plan should include multiple data collection methods (such as program records, surveys, interviews, and observations) and multiple sources of data (such as program administrators, service providers, other staff, and clients). The use of simple quantitative scales along with rich, textural descriptions provide the best information for this purpose.

Applicants should consult publications / internet sources for information on methods of assessment and monitoring. Two relatively short, introductory publications that may be helpful are *How to Assess Program Implementation* (16) and *Measuring the Performance of Human Service Programs* (17).

The implementation assessment / output monitoring plan should specify the:

- i) Types of implementation and output data to be collected.
- ii) Collection schedule for each type of implementation and output data.
- iii) Existing and newly planned sources for each type of implementation and output data, including confirmation of access to or ability to develop these sources.
- iv) Previous experience of the applicant agency / organization in collecting, analyzing, and reporting program data, and the administrative and other arrangements that will need to be made in order to successfully

complete the assessment / monitoring.

- v) Affiliation, training, and experience of a contracted consultant or program staff member who will serve as lead evaluator and be responsible for data collection, analysis, and reporting throughout the grant period.
- vi) Opportunities for program stakeholders (such as program administrators, collaborating agencies / organizations, case managers, and service providers), to provide input into and receive information resulting from the assessment / monitoring.
- vii) Anticipated expenses related to assessment / monitoring. A minimum of ten percent of the total budget must be allocated for these activities, and applicants should be careful not to underestimate the costs of successfully completing these activities during the grant period. An estimate of the amount of time or percent of Full Time Equivalent to be dedicated to assessment / monitoring by the lead evaluator should also be noted. These costs must also be detailed in the proposed budget.

While applicants are expected to identify their own lead evaluator, CJSD may provide evaluation technical assistance after an award has been made to finalize the elements of the assessment / monitoring plan

#### **4. Proposed Program Budget Worksheet and Budget Narrative**

A detailed budget must be prepared using the format of the Budget Worksheet provided in Appendix D. The Budget Worksheet must be placed at the beginning of this section of the proposal, and be followed by a Budget Narrative that explains the need for each item.

Categories of expenses included on the Budget Worksheet are personnel salaries, contractual / consultant services, rent and utilities, supplies, travel / training / conferences, equipment, administration, evaluation, and other expenses that do not fall under one of the above categories.

The Budget Worksheet must show how the cost of each item was calculated, and must account for grant funds requested in this application, match funds, and all other sources of funds to be used for the proposed program.

As noted on page two of this Request for Proposals, a 25 percent cash or in-kind match is required. This may be a commitment from State and / or local government, fees, forfeitures, or other non-Federal sources of funding. The availability and sources of the match funds must be documented in the application. The authorized official for the program administering agency (as identified on the cover page) will be responsible for ensuring the acquisition and expenditure of all cash or in-kind match funds during the grant period.

The required amount of match funds should be calculated by dividing the requested grant amount by three. For example, a grant request of \$200,000

would require match funds of \$66,667. Of the resulting total of \$266,667 in grant plus match funds, the \$66,667 in match funds would represent the required 25%.

Federal funds may not be used to fulfill the match requirement. Match and grant funds both constitute program funds, and all conditions that apply to grant funds also apply to match funds. All funds designated as match are restricted to the same uses as grant funds and must be expended within the grant period. Grantees must ensure that match funds are identified in a manner that guarantees their accountability during an audit. If state funds are used for the purposes of the match requirement, a letter of support from the County must be included with a statement that services will not be decreased to the general population in order to support the program.

#### **5. Plan for Program Sustainability**

Applicants must describe their plan to identify sources of continuation funding for the proposed program. Continuation funding can be sought through reallocation of resources internal to the grantee agency and / or through external sources (such as Federal, State, local, or foundation). A program that has well documented implementation and outputs will have the best chance of obtaining continuation support.

### **VII. Application Review and Award Decisions**

#### **A. Review Process**

CJSD will oversee an impartial review of all applications received by 5:00 PM on

Friday, May 19, 2006. Each application will initially be examined for responsiveness to the guidelines provided in this Request for Proposals related to timeliness, page length and format, and contents. An application will be deemed non-responsive if it is submitted late, exceeds 15 pages (plus 15 pages of appendices), or has a missing or incomplete Cover Sheet, Proposed Program Narrative, Plan for Assessing Program Implementation and Monitoring Outputs, Proposed Budget Worksheet and Narrative, or Plan for Sustainability. Only those applications deemed responsive will be considered for further review.

The Governor's Drug and Violent Crime Advisory Board will assist CJSD in making grant award recommendations. All applications that are deemed responsive to the guidelines will be scored by CJSD and members of the Advisory Board. Applications will be scored based on a maximum of 100 points. The possible maximum score for each application section will be as follows:

- **55 points** – Proposed Program Narrative
  - *20 points* - Program Description
  - *10 points* - Demonstration of Need for the Program
  - *05 points* - Applicant Previous Experience
  - *10 points* - Evidence of Collaboration in Planning and Implementation
  - *10 points* - Evidence of Staff Professional and Cultural Competency

- **20 points** – Plan for Assessing Program Implementation and Monitoring Program Outputs
- **15 points** – Proposed Budget Worksheet and Budget Narrative
- **10 points** – Plan for Sustainability

After scoring, the geographical distribution of applicants with the highest scores may also be considered in the review process.

## **B. Award Decisions**

The grant award recommendations will be forwarded to the Governor, who will then make final award decisions. CJSD will send decision letters by postal mail on or about June 16, 2006 to the name and address of the authorized official for the program administering agency indicated on the cover sheet of the application.

## **VIII. Award Conditions**

### **A. State Administering Agency Award Conditions**

Grantees of the JAG Program must agree to the following grant award conditions set forth by CJSD.

#### **1. Monitoring**

CJSD will monitor whether grantees are operating their programs as described in their approved applications, working toward their goals and outcome objectives as described in their approved applications or as modified in collaboration with CJSD, and following appropriate fiscal procedures. To assist CJSD in this process, grantees must submit regularly scheduled progress reports and participate in periodic



communications and occasional site visits with CJSD.

## 2. Progress Reports

Grantees must submit quarterly, annual, and final cumulative program progress reports to CJSD as scheduled.

Progress reports must include:

- i) Data and narrative information on program activities conducted, assessment / monitoring plan activities completed, and progress made toward furthering the goals of the program during the period covered by the report. This information should be reported in relation to the timeline proposed by the applicant.
- ii) A description of problems encountered during the reporting period in conducting program activities, implementing the assessment / monitoring plan, or furthering the goals of the program, and the steps taken to solve these problems. These steps might require changes in such areas as policies and procedures, use of resources, and internal or external relationships. (Note that substantial program changes must be approved by CJSD.)

In addition to assisting CJSD in monitoring grantees, the progress and cumulative reports may be used by CJSD to assist other agencies implementing similar programs, to justify continued funding of the JAG Program, and to provide information to such entities as the Governor's Office, Legislature, DOJ / BJA, and Congress.

## 3. Requests for Reimbursement

Reimbursements will be made to grantees only for goods or services identified in the approved application budget, and only for actual expenses incurred during the grant period. All requests for reimbursement must include supporting documentation to substantiate claims of expenses incurred. Payments will be withheld when any documentation is not provided and / or any progress report is outstanding. Reimbursements will be made to grantees no more than quarterly unless otherwise determined by CJSD.

## 4. Due Dates for Progress Reports and Requests for Reimbursement

Progress reports and requests for reimbursement will be due within 30 days of the end of each quarter of the grant period as follows:

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

Annual and final cumulative reports will be due three months following the end of the reporting period, on September 30 of each year.

## 5. Grant Suspension or Termination

Following reasonable notice to grantees and attempts to resolve problems informally, CJSD may suspend funding in whole or in part, terminate funding, or impose another sanction for any of the following reasons:

- Failure of the program to become operational within 60 days of the effective date of the grant, with failure to provide reasons for the delay and the steps taken to initiate the program. An extension to 90 days may be allowed only under unusual circumstances.
- Failure of the program to comply substantially with the requirements or statutory objectives of the JAG Program guidelines issued hereunder, or other provisions of federal law.
- Failure of the program to make satisfactory progress toward the approved goals as reflected in the performance monitoring.
- Failure of the program to adhere to the requirements of the grant award and standard or special conditions.
- Proposing or implementing substantial changes that result in a program that would not have been selected if it had been subjected to the original review of applications.
- Failure of the program to comply substantially with any other applicable Federal or State statute, regulation, or guideline.

#### **B. Federal Award Conditions**

Grantees of the JAG Program must also agree to the following Federal grant award conditions set forth by DOJ / BJA.

#### **1. Reimbursement for Expenses**

Reimbursement for expenses incurred for the program must meet the requirements of the most current edition of the *Financial Guide* published by the Department of Justice, Office of Justice Programs, Office of the Comptroller. The *Financial Guide* may be obtained at <http://www.ojp.usdoj.gov/FinGuide/>

#### **2. Unallowable Costs**

Grantees may not use or budget grant award funds for the following items:

- Land acquisition.
- Construction of non-penal or correctional buildings.
- Indirect costs.
- Vehicles.
- 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.
- Meals provided at conferences or training seminars.
- Tips, meal service or related items (i.e., napkins, plates, forks, spoons, and knives) beverages, snacks, candy, food items or bar charges.

- Entertainment, honoraria, gifts, gift certificates, movies, arcades, recreation, or sporting events.
- Fundraising campaigns, endowment drives, or solicitation of gifts and bequests.
- Personal items such as makeovers, membership dues, flowers, cards, social events or promotion of church attendance.
- Grant writing.
- Visas or passport charges.
- Compensation to federal employees.
- Bonuses or commissions.
- Military-type equipment such as armored vehicles, explosive devices, and other types of hardware, excluding automatic weapons.
- Lobbying or attempts to influence members of Congress, the Oregon Legislature, City Councils, County Commissions, or other legislative bodies.
- Corporate formation.
- Interest, interest on non-bearing items, or the cost of money.
- Laundry charges.
- Expenses related to the maintenance or sale of forfeited or seized property.
- Expenses related to clandestine lab clean-up.
- Stipends or incentives.
- Transportation tax.

This is not intended to be an exhaustive list of unallowable items. CJSD reserves the right to modify this list as it deems necessary. An exception for some items may be allowed for residential treatment programs.

### **3. Supplanting**

Grantees must use award funds to supplement, not supplant, existing funds. Neither Federal grant nor match funds may replace funds that have already been appropriated, or would otherwise be available, for the proposed program.

### **4. Drug-Free Work Place, Debarment, and Lobbying**

Grantees must maintain a drug-free workplace, prohibit the use of Federal grant funds by persons debarred or suspended from receiving these funds, and prohibit the use of Federal grant funds for lobbying Members of Congress.

### **5. Civil Rights Compliance**

Grantees are required to comply with the nondiscrimination requirements of:

- Services to Limited English-Proficient Persons. National origin discrimination includes discrimination on the basis of Limited English Proficient Persons (LEP). To ensure compliance with Title VI and the Safe Streets Act, recipients are required to take reasonable steps to ensure that LEP persons have meaningful access to their programs. Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. The U.S. Department of Justice has issued guidance for grantees to assist them in complying with Title VI requirements. The guidance document can be accessed on the Internet at [www.lep.gov](http://www.lep.gov) or by contacting the OJP Office for Civil Rights at (202) 307-0690.
- 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).
- 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, grantees must maintain a current copy on file that meets the applicable requirements.

#### **6. Single Audit Report**

Grantees who expend \$500,000 or more of Federal funds during their fiscal year are required to submit an organization-wide financial and compliance audit report.

#### **7. National Environmental Policy Act Compliance**

Prior to obligating grant funds, grantees are required to comply with the National Environmental Policy Act, by providing notice to CJSD if any of the following activities will be related to the use of these funds:

- New construction.
- 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 floodplain.

- 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 change its size.
- Implementation of a new program involving the use of chemicals other than chemicals that are (a) purchased as an incidental component of a funded activity and (b) traditionally used, for example, in office, household, recreational, or educational environments.

Most grantees will not be affected by the National Environmental Policy Act. If, however a program will involve minor renovation, construction, or any other activity that may significantly impact the environment or a change in the use or function of a facility, the grantee must provide CJSD with a full description of the proposed work. A determination will then be made as to whether any further action is necessary. The grantee must agree to cooperate with any specific request made by CJSD or DOJ / BJA in the preparation of an environmental assessment of the grant funded program or activity based on the above criteria.

## IX. References and Resources

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(9) Center for the Study and Prevention of Violence. (1999) *Blueprints for Violence Prevention: Model Programs and Promising Programs*, Boulder, CO: Center for the Study and Prevention of Violence.

<http://www.colorado.edu/cspv/blueprints>

(10) U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention (2004) *Model Programs Guide*.

[http://www.dsgonline.com/mpg2.5/mpg\\_index.htm](http://www.dsgonline.com/mpg2.5/mpg_index.htm)

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<http://www.aypf.org/publications/index.html>

(12) Mendel, R.A. (2005) *Less Cost, More Safety: Guiding Lights for Reform in Juvenile Justice*, Washington, DC: American Youth Policy Forum.

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(13) Sherman, L.W., Gottfredson, D.C., MacKenzie, D.L., Eck, J., Reuter, P., and Bushway, S.D. (1997) *Preventing Crime: What works, What Doesn't, What's Promising. A Report to the United States Congress*, Washington, DC: U.S. Department of Justice, Office of Justice Programs.

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**Appendix A**  
**FY 2006-2008 Justice Assistance Grant Program**  
**Juvenile Delinquency and Violence Prevention Programs**  
**COVER SHEET FORMAT**

Program title: \_\_\_\_\_

Administering agency: \_\_\_\_\_

Total cost of program:           \$ \_\_\_\_\_

Federal funds requested:       \$ \_\_\_\_\_

Required minimum match:       \$ \_\_\_\_\_

Other sources of funding:       \$ \_\_\_\_\_

Total:                               \$ \_\_\_\_\_

Program agency (if not administering agency): \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Program contact: \_\_\_\_\_

e-mail address: \_\_\_\_\_

phone: (\_\_\_\_) \_\_\_\_\_ fax: (\_\_\_\_) \_\_\_\_\_

Fiscal contact: \_\_\_\_\_

e-mail address: \_\_\_\_\_

phone: (\_\_\_\_) \_\_\_\_\_ fax: (\_\_\_\_) \_\_\_\_\_

Administering agency Federal Tax Identification Number: \_\_\_\_\_

Grant start date: July 1, 2006 ----- Grant end date: June 30, 2007

Authorized official for the applicant: \_\_\_\_\_

Signature of authorized official: \_\_\_\_\_

**Appendix B**  
**FY 2006-2008 Justice Assistance Grant Program**  
**PROGRAM IMPLEMENTATION TIMELINE FORMAT**

Activity *	Month in Program Year 1: FY 2006-2007											Month in Program Year 2: FY 2007-2008												
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
<b>Program Planning and Development</b>																								
Finalize Administrative / Collaborative Arrangements																								
Identify / Hire / Train Staff and Consultants																								
Purchase Equipment and Supplies																								
Develop Client Services																								
<b>Program Delivery</b>																								
Recruit / Enroll Clients																								
Deliver Client Services																								
<b>Program Assessment</b>																								
Test Data Collection Methods, Develop Database																								
Collect Data: Implementation																								
Collect Data: Outputs																								
Enter Data																								
Analyze Data																								
<b>Progress Reports</b>																								
Submit Quarterly Reports																								
Submit First Year Annual Report																								
Submit Final Cumulative Report																								Sept 2008

\* These activities are examples; applicants may include these and / or other activities as appropriate.

**Appendix C**  
**FY 2006-2008 Justice Assistance Grant Program**  
**Juvenile Delinquency and Violence Prevention Programs**  
**LOGIC MODEL SUMMARY SHEET EXAMPLE<sup>1</sup>**

This Logic Model Summary Sheet example is provided to help applicants become familiar with the elements of a logic model. The blank Logic Model Summary Sheet provided on the following page should be used by applicants to organize and present information related to the proposed program. The completed logic model should then be submitted as an appendix to the proposal.

**After School Program for At-Risk Sixth Grade Students**

**Process**

**Outcome**



Resources	Activities	Outputs	Outcomes	Goal(s)
<b>Program Inputs. Elements or ingredients that constitute the program</b>	<b>Methods for providing the program. Specific processes or events undertaken.</b>	<b>Units of service or product units. How many, how often, over what duration?</b>	<b>Short term, intermediate, or longer-term changes anticipated in participants' lives and/or in organization or community conditions.</b>	<b>Ultimate impact(s) expected to occur, usually beyond what one program alone can achieve.</b>
<i>For example:</i>  3 FTEs.  After school facility and playground.  College student volunteers.  Foundation funding.  At-risk 6 <sup>th</sup> grade students.	<i>For example:</i>  After school mentoring.  Home work assistance.  Sports and exercise.  Healthy snack.  Positive reinforcement for non-aggressive behavior.	<i>For example:</i>  Three-hour program everyday after school for 40 at-risk students.  One hour homework assistance.  One hour sports and exercise.  One hour snack and reading.	<i>For example:</i>  Increase in grades (GPA) at end of school year.  Increase in pro-social behaviors.  Decrease in aggressive behaviors.  Decrease in recidivism.	<i>For example:</i>  Prevention of juvenile delinquency.  Prevention of juvenile violence.

<sup>1</sup> Adapted from Evaluation Forum, Organizational Research Services, Inc. and Clegg and Associates, Outcomes for Success 2000 Edition, page 31.



