JUVENILE JUSTICE PROGRAMS
JUVENILE ACCOUNTABILITY BLOCK GRANT

FEDERAL FISCAL YEAR 2013

APPLICATION GUIDELINES AND PROCEDURES

Applications due by: December 6, 2013, 5:00 P.M.

South Carolina Department of Public Safety
Office of Highway Safety and Justice Programs
Post Office Box 1993
Blythewood, SC 29016

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JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM

FFY13 Application Guidelines and Procedures

I. Introduction

The SC Department of Public Safety, Office of Highway Safety and Justice Programs (OHSJP), has been designated to administer the Juvenile Accountability Block Grant (JABG) program. The purpose of the Juvenile Accountability Block Grant (JABG) Program is to support state and units of local government in strengthening their juvenile justice systems. The Governor's Juvenile Justice Advisory Council, serving as the State Juvenile Crime Enforcement Coalition, has developed a funding plan and priorities within the 17 program areas. (Refer to Appendices A and B for specific information.)

II. Purpose

This document provides potential applicants with program criteria and eligibility information so that formal application proposals may be prepared. Consideration for funding will be given to applications that address the goals and objectives of the JABG Plan in Appendix B.

An estimated $500,000 will be available for award.

The application must be completed and submitted electronically via the Grants Management Information System (GMIS) through the OHSJP website, www.scdps.org/ojp. Signatures are not necessary for electronic submissions.

The deadline for submittal of applications is 5:00 p.m. on December 6, 2013. No applications will be accepted after this time.

Please contact Bonnie Burns (803-896-8707 or bonnieburns@scdps.gov) regarding any programmatic questions. Contact Peggy McBride in Accounting-Grants for any financial questions at (803) 896-8414 or peggymcbride@scdps.gov.

III. Eligible Applicants

JABG grant applications will be solicited from state agencies, cities, counties, towns, and due to a change in the 2004 federal regulations, *private nonprofit and faith-based agencies are also eligible*. School districts are not eligible to apply directly, but may serve as the implementing agency. In such cases, a representative of a state agency, city, county, or town should sign as the Authorized Official, and a school representative should sign as the Project Director. Due to the reduced allocation, no jurisdictions will be eligible for a direct local entitlement for FY2013.

IV. Eligible Program Areas

Applications will only be accepted within the following program areas described in Appendix A: Program Areas #1, Graduated Sanctions, specifically alternatives to secure detention, #3 Court Staffing and Pretrial Services, #12 Risk and Needs Assessment, #16 Detention/Corrections Personnel, and #17 Reentry.

In the development of the plan, the Governor's Juvenile Justice Advisory Council (GJJAC) involved key law enforcement, judicial and juvenile justice personnel on the local, state and federal levels. Research was conducted to analyze the historical demands on the state's juvenile justice system, its current efforts, and projected resource needs. From this research, the eligible program areas authorized by the federal legislation were compared to the state's needs.

V. Funding Period

Projects may be funded for a period of one year with possible continuation for a second or third year based on an evaluation of the preceding year's grant performance. **If you are applying for second or third year continuation, your application must include details about the progress and accomplishments of your program to date**. Funding is contingent upon continuation of the JABG program at the federal level.

VI. Distribution of JABG Funds (refer to Appendices for additional detail)

FY2013 funds available for award will be approximately $500,000. The priority areas will support compliance with both Deinstitutionalization of Status Offenders (DSO) and Jail Removal as well as a third mandate and state priority, Disproportionate Minority Contact (DMC). As a part of South Carolina's detention reform efforts, the Children's Law Office (CLO) at the University of South Carolina School of Law has collected data on the use of secure detention by each county and provides technical assistance to counties and communities to help interpret this data and develop strategies to address the issue.

The Graduated Sanctions program area (specifically Alternatives to Detention) will support the implementation of the programs in categories such as (listed from least restrictive to most restrictive) home confinement, electronic monitoring, attendant care/holdover centers, day and evening reporting centers, case management/advocates, and residential alternatives. A list of sample detention alternative programs is located in Appendix D, and priority will be given to these programs and others that have been determined by national research to be best practices. Note that Disturbing Schools is now a common referral to SCDJJ, and programs to provide alternatives to detention may be tailored for this population. Detention alternatives applications should provide specific data about the numbers of youth securely detained and the types of offenses they are charged with, and tailor the program to this population.

Because the decision to detain rests with law enforcement in South Carolina, applications for detention alternatives **must** include a letter of support from all applicable local law enforcement agencies. A letter of support should also be provided by a Family Court judge, who should lead detention reform efforts at the local level. These agencies should be consulted throughout the developmental stages of the application, not just at the end. SCDJJ and Solicitor's Offices are also important partners.

Note that the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP) has issued a determination that tours of adult jails and correctional facilities, which are components of many "Scared Straight" type programs, are violations of the Jail Removal mandate of the JJDP Act, even if participation is a voluntary diversion from court involvement. Therefore, applicants are strongly discouraged from including such a component in any program, whether grant-funded or not.

States are required to pass through, or award as subgrants, a minimum of 75 percent of its federal award each year to local areas. States may apply to the federal Office of Juvenile Justice and Delinquency Prevention for a waiver of this requirement. Because South Carolina's juvenile justice system is centralized and the state bears over ninety percent of the costs for juvenile services, the state has traditionally applied for and been granted this waiver and plans to apply again for future federal fiscal years. *This pass-through waiver does not mean that state agencies will be given any funding preference over local units of government.*

VII. Matching Requirement

A cash match of ten percent **per line item** and total program cost is required. As an example, if a line item's/program's cost were $50,000, the requested funding amount would be $45,000, with a $5,000 cash match. [For the construction of permanent juvenile secure correction facilities, a cash match of fifty percent of total program cost is required. For nonsecure correctional facilities, a match of ten percent is required]

VIII. Notice of Post-Award Reporting Requirements

Applicants should anticipate that all recipients of awards of $25,000 or more under this solicitation, consistent with the Federal Funding Accountability and Transparency Act of 2006 (FFATA), will be required to report award information on any awards totaling $25,000 or more, and, in certain cases, to report information on the names and total compensation of the five most highly compensated executives of the recipients.

IX. Guidelines for the Use of JABG Funds

A. Allowable Expenses

1. Personnel, training as a component of an overall program, operating expenses, equipment and supplies are allowable expenses if they are related to the programs that address the authorized program areas. All expenditures must be related to the implementation of an actual program. This program must be defined in the program narrative sections of the application;
2. Grant-funded personnel must have one hundred percent of their time dedicated to grant activities unless they are paid by the hour and all required hourly documentation is maintained. If paid by the hour, the total percentage of time dedicated to the grant must be indicated in the grant budget pages and the grant charged accordingly (See also all non-supplanting provisions in the Grant Terms and Conditions.); and
3. Audit fees can be included in project budgets to cover the costs associated with an audit of the project.

B. Unallowable Expenses

1. Any expenditures that are not a part of an approved program or project (within the authorized program areas) are not allowable;
2. Funds may not be used to supplant existing state or local criminal or juvenile justice funds. Any expenditures must increase the existing amount of funds available for eligible activities;

X. Application Review and Evaluation Process

The following factors will be considered in the evaluation of applications:

A. Budget – Proposed expenditures are reasonable, adhere to the guidelines, equipment and personnel are documented as necessary and each expenditure is explained in detail in the budget narrative.

B. Problem Statement – The problem is clearly defined and must be supported by available current objective statistical information, facts or a needs assessment. Existing efforts, current resources and programs being utilized to deal with the problem must be thoroughly addressed. The data should include the most current available and should be specific to the area to be served by the project.

C. Needs Assessment – Clearly outlines how needs were determined and includes how cooperation needs were gathered from other agencies or jurisdictions. It includes information concerning any grant funds the applying agency currently receives or has received in the past two years concerning juveniles and families.

D. Project Description – Tells the reader exactly what the program plans to do by explaining the grant activities that will be used to accomplish the objectives. It is clear to the reader that the project has been well thought out, excellent planning is evident, and chances of success are documented as good. It documents what counties will be served with this project. Includes evaluation component.

E. Progress Report – For those applying for continuation projects only. Provides detailed progress on accomplishments made during each prior year of the grant program. New applicants will type "N/A" in this section.

F. Objectives – Are relevant, specific and **measurable**. They specify what the program will accomplish in concrete terms. Each objective corresponds to each performance indicator. <u>Objectives outline who will do what by when and with what desirable result.</u> Good ways to measure results include percentage increases or decreases, numerical increases or decreases and surveys administered at the beginning and end of the project that measure participants' changes in attitudes and/or increases in knowledge. Academic improvement may be measured by letter grades, standardized test scores and promotions to the next grade level.

G. Performance Indicators – The indicators match objectives exactly and state how each objective will be measured to assess the effectiveness of the project.

H. Project Continuation Potential – A clear plan for pursuing project independence is evident and the probability of success is good.

I. Target Population or Service Delivery Area – The target population is described in terms of demographics and geographical area to be served; Target Population or Service Delivery Area – The target population is described in terms of demographics and geographical area to be served; Definition of geographic boundaries of the project's neighborhood or community. Such information should contain the following information

on the geographic area(s) that the subgrant recipient will serve using the format specified below:

Physical address: If the mailing address is a PO box, specify the physical address(es) of the location(s) where the subgrantee will provide services. If the mailing address is in a rural area with no street address, include the nearest street intersection. If the subgrant program has multiple service areas, include the required information for each.

(Example with street address)
ABC Associates
123 First Street
Shrewsbury, SC 29361

(Example with no street address)
ABC Associates
First Street and Holiday Drive
Shrewsbury, SC 29361

J. Project Abstract – The abstract will be used in recommendations to officials who will not see the entire application. It should be clear, concise and tell the story in a short paragraph.

K. Other Relevant Factors and Requirements – The application must contain all relevant documentation. Grant-funded personnel training requirements must be stated, project area population must be addressed, etc.; and the application must be complete.

The Juvenile Justice grant program uses a multi-step application review and evaluation process. It begins with consideration by Juvenile Justice Program staff and the Grants Committee from the Governor's Juvenile Justice Advisory Council (GJJAC). They determine which applications are best qualified, fully qualified or unqualified.

The recommendation list is subjected to further programmatic and financial staff review to determine compliance with federal and state programmatic and financial guidelines. After review by the full GJJAC, the application summaries and recommendations are reviewed at the Department level before going to the South Carolina Public Safety Coordinating Council for approval.

XI. Evaluation Plan

A. Identify by position who will be responsible for collecting data and preparing quarterly progress reports. This may be done on page 11 (performance indicators) of the application or as a separate explanation in the project description section.

B. Explain what quantitative and qualitative information will be collected and how this information will be maintained (e.g., manual or electronic log). Quantitative information is a numerical measurement such as number of referrals; number diverted from court, number placed in alternative treatment, number of adjudications or number of sentences. Qualitative information is information that is harder or impossible to define numerically. It includes such things as survey comments, improvement in a neighborhood's environment or improved communication between residents, police officers and juvenile

justice officials. Qualitative information can be documented through photos, interviews, observation, media reports or community reaction to expansion of a project. An explanation must be provided that details how information will be collected and what measures exist to ensure that a reliable system has been developed to collect needed project information.

C. Discuss how this information will be analyzed to determine success (e.g., comparison to prior year or baseline year, compilation of survey results, etc.). Each objective must be constructed to show success through data analysis and by compiling qualitative information. If an objective cannot be measured or proven successful through collection and analysis of quantitative or qualitative information, it must be deleted or rewritten so it can be measured. Similar periods of time must be compared to show improvements (in other words, calendar year 2013 should be compared to calendar year 2014, or fiscal year 2013 to fiscal year 2014). Prior year or baseline data should be compiled and included as part of the problem statement. Obviously, it is impossible to document improvement or increases or decreases in crime rates or trends as a result of the project if prior year or baseline data was never collected. Applicants are strongly encouraged to include some objectives and performance indicators that can be measured at intervals throughout the grant period, not just at its conclusion.

XII. Grant Application and Review Schedule

December 6, 2013	Deadline for completed FFY13 applications to SCDPS, **5:00 p.m**.
January 2014	Grants Committee review
February 2014	Governor's Juvenile Justice Advisory Council review
March 2014	Public Safety Coordinating Council review
March 2014	Grant award notices mailed
April 1, 2014	FY13 JABG grant period begins

XIII. Grant Application/Proposal Review Check List

In order to avoid common mistakes, applicants should answer the following questions when reviewing their completed application:

- ❑ Do the budget figures on pages 1-3 add up correctly?
- ❑ Are all sections of the application completed?
- ❑ Are the objectives quantifiable?
- ❑ Is there a corresponding performance indicator for each objective?
- ❑ Do the data in the Needs Assessment/Problem Statement include the most current available? Are they specific to the target area?
- ❑ Is the project within the bounds of one of the 17 Program Areas?
- ❑ If you are applying for a continuation, have you included detailed information about program progress and accomplishments to date?

XIV. APPENDICES

APPENDIX A

JABG Priority Program Areas

1. **Graduated Sanctions**: developing, implementing, and administering graduated sanctions for juvenile offenders

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

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

16. **Detention/Corrections Personnel**: hiring detention and corrections personnel and establishing and maintaining training programs for such personnel, to improve facility practices and programming including activities to address the requirements of the Prison Rape Elimination ACT (PREA).

17. **Reentry**: establishing and maintaining reentry programs

APPENDIX B

FY2013 Federal Performance Measure Areas

OJJDP CORE PERFORMANCE MEASURES

All award recipients are required to provide data for each applicable OJJDP Core Measure shown below.

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
1	Number and percent of programs/initiatives employing evidence-based programs or practices	Report the number and percent of programs/initiatives employing evidence based programs or practices. These include programs and practices that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance abuse. Model programs can come from many valid sources (e.g., Blueprints, OJJDP's Model Programs Guide, SAMHSA's Model Programs, state model program resources, etc.).	A. Number of program/initiatives employing evidence based programs or practices B. Total number of programs/initiatives C. Percent (A/B)	
2	Number and percent of youth with whom an evidence-based program or practice was used	The number and percent of youth served with whom an evidence-based program or practice was used. These include programs and practices that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance abuse. Model programs can come from many valid sources (e.g., Blueprints for Violence Prevention, OJJDP's Model Programs Guide, SAMHSA's Model Programs, etc.).	A. The number of youth served using an evidence-based program or practice B. Total number of youth served during the reporting period C. Percent (A/B)	
3	Number of program youth and/or families served during the reporting period	An unduplicated count of the number of youth (or youth and families) served by the program during the reporting period. Program records are the preferred data source.	A. Number of program youth/families carried over from the previous reporting period B. New admissions during the reporting period C. Total youth/families served during the reporting period (A+B)	
4	Number and percent of program youth completing program requirements	The number and percent of program youth who have successfully fulfilled all program obligations and requirements. This does not include youth who are still participating in ongoing programs. Program obligations will vary by program, but should be a predefined list of requirements or obligations that clients must meet before program completion. The total number of youth (the "B" value) includes those youth who have exited successfully and unsuccessfully. Program records are the preferred data source.	A. Number of program youth who exited the program having completed program requirements B. Total number of youth who exited the program during the reporting period (either successfully or unsuccessfully) C. Percent (A/B)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
5	Number and percent of program youth who OFFEND (short term) Updated 04/01/2012	The number and percent of participating program youth who were arrested or seen at a juvenile court for a delinquent offense during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses. Ideally this number should be all youth served by the program during the reporting period. A youth may be 'committed' to a juvenile facility anytime that he/she is held overnight. Certain jurisdictions refer to adjudications as 'sentences'. Other sentences may be community based sanctions, such as community service, probation etc. Example: If I am tracking 50 program youth then, 'B' would be 50. Of these 50 program youth that I am tracking, if 25 of them were arrested or had a delinquent offense during the reporting period, then 'C' would be 25. This logic should follow for 'D' and 'E' and 'F' values. The percent of youth offending measured short-term will be auto calculated in 'G'.	A. Total number of program youth served B. Number of program youth tracked during the reporting period C. Of B, the number of program youth who had an arrest or delinquent offense during the reporting period D. Number of program youth who were committed to a juvenile facility during the reporting period E. Number of program youth who were sentenced to adult prison during the reporting period F. Number of youth who received another sentence during the reporting period G. Percent OFFENDING (C/B)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
6	Number and percent of program youth who OFFEND (long term) Updated 04/01/2012	The number and percent of participating program youth who were arrested or seen at a juvenile court for a delinquent offense during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses 6-12 months after exiting the program. A youth may be 'committed' to a juvenile facility anytime that he/she is held overnight. Certain jurisdictions refer to adjudications as 'sentences'. Other sentences may be community based sanctions, such as community service, probation etc. Example: A grantee may have several youth who exited the program 6-12 months ago, however, they are tracking only 100 of them, therefore, the 'A' value will be 100. Of these 100 program youth that exited the program 6-12 months ago, 65 had an arrest or delinquent offense during the reporting period, therefore the 'B' value should be recorded as 65. This logic should follow for 'C' and 'D' and 'E' values. The percent of youth offending measured long-term will be auto calculated in 'F'.	A. Total number of program youth who exited the program 6-12 months ago that you are tracking B. Of A, the number of program youth who had an arrest or delinquent offense during the reporting period C. Number of program youth who were committed to a juvenile facility during the reporting period D. Number of program youth who were sentenced to adult prison during the reporting period E. Number of youth who received another sentence during the reporting period F. Percent OFFENDING (B/A)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
7	Number and percent of program youth who RE-OFFEND (short term) Updated 04/01/2012	The number and percent of participating program youth who were arrested or seen at a juvenile court for a new delinquent offense during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses. Ideally this number should be all youth served by the program during the reporting period. Certain jurisdictions refer to adjudications as 'sentences'. Other sentences may be community based sanctions, such as community service, probation etc. Example: If I am tracking 50 program youth then the 'B' value would be 50. Of these 50 program youth that I am tracking, if 25 of them had a new arrest or had a new delinquent offense during the reporting period, then 'C' would be 25. This logic should follow for 'D', 'E', and 'F' values. The percent of youth re-offending measured short-term will be auto calculated in 'G'.	A. Total number of program youth served B. Number of program youth tracked during the reporting period C. Of B, number of program youth who had a new arrest or new delinquent offense during the reporting period D. Number of program youth who were recommitted to a juvenile facility during the reporting period E. Number of program youth who were sentenced to adult prison during the reporting period F. Number of youth who received another sentence during the reporting period G. Percent RECIDIVISM (C/B)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
8	Number and percent of program youth who RE-OFFEND (long term) Updated 04/01/2012	The number and percent of participating program youth who were arrested or seen at a juvenile court for a new delinquent offense during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses 6-12 months after exiting the program. Certain jurisdictions refer to adjudications as 'sentences'. Other sentences may be community based sanctions, such as community service, probation etc. Example: A grantee may have several youth who exited the program 6-12 months ago, however, they are tracking only 100 of them for re-offenses, therefore, and the 'A' value will be 100. Of these 100 program youth that exited the program 6-12 months ago 65 had a new arrest or new delinquent offense during the reporting period, therefore the 'B' value should be recorded as 65. This logic should follow for 'C', 'D', and 'E' values. The percent of youth offending measured long-term will be auto calculated in 'F'.	A. Number of program youth who exited the program 6-12 months ago that you are tracking B. Of A, the number of program youth who had a new arrest or new delinquent offense during the reporting period C. Number of program youth who were recommitted to a juvenile facility during the reporting period D. Number of program youth who were sentenced to adult prison during the reporting period E. Number of youth who received another sentence during the reporting period F. Percent RECIDIVISM (B/A)	
9	Number and percent of program youth who are VICTIMIZED (short term) Updated 04/01/2012	The measure determines the number of program youth who are harmed or adversely affected by someone else's criminal actions. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property. The number of youth tracked should reflect the number of program youth that are followed or monitored for victimization. Ideally this number should be all youth served by the program during the reporting period. Example: If I am tracking 50 program youth, then, the 'B' value would be 50. Of these 50 program youth that I am tracking, if 25 of them were victimized during the reporting period, then 'C' would be 25. The percent of youth who are victimized measured short-term will be auto calculated in 'D' based on 'B' and 'C' values.	A. Total number of program youth served B. Number of program youth tracked during the reporting period for victimization C. Of B, the number of program youth who were victimized D. Percent VICTIMIZED (C/B)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
10	Number and percent of program youth who are VICTIMIZED (long term) Updated 04/01/2012	The measure determines the number of program youth who are harmed or adversely affected by someone else's criminal actions. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property. The number of youth tracked should reflect the number of program youth that are followed or monitored for victimization 6-12 months after exiting the program. Example: A grantee may have several youth who exited the program 6-12 months ago, however, they are tracking only 100 of them, therefore, and the 'A' value will be 100. Of these 100 program youth that exited the program 6-12 months ago 65 had been victimized during the reporting period, therefore the 'B' value should be recorded as 65. The percent of youth who are victimized measured long-term will be auto calculated in 'C' based on 'A' and 'B' values.	A. Number of program youth who exited the program 6-12 months ago that you are tracking for victimization B. Of A, the number of program youth who were victimized during the reporting period C. Percent VICTIMIZED (B/A)	
11	Number and percent of program youth who are RE-VICTIMIZED (short term) Updated 04/01/2012	The re-victimization measure counts the number of youth who experienced subsequent victimization. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property. The number of youth tracked should reflect the number of program youth that are followed or monitored for re-victimization. Ideally this number should be all youth served by the program during the reporting period. Example: If I am tracking 50 program youth, then, the 'B' value would be 50. Of these 50 program youth that I am tracking, if 25 of them were re-victimized during the reporting period, then 'C' would be 25. The percent of youth who are re-victimized measured short-term will be auto calculated in 'D' based on 'B' and 'C' values.	A. Total number of program youth served B. Number of program youth tracked during the reporting period for re-victimization C. Of B, the number of program youth who were re-victimized D. Percent RE-VICTIMIZED (C/B)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
12	Number and percent of program youth who are RE-VICTIMIZED (long term) Updated 04/01/2012	The re-victimization measure counts the number of youth who experienced subsequent victimization. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property. The number of youth tracked should reflect the number of program youth that are followed or monitored for re-victimization 6-12 months after exiting the program. Example: If I am tracking 50 program youth, then, the 'A' value would be 50. Of these 50 program youth that I am tracking, if 25 of them were re-victimized during the reporting period, then 'B' would be 25. The percent of youth who are re-victimized measured long-term will be auto calculated in 'C' based on 'A' and 'B' values.	A. Number of program youth who exited the program 6-12 months ago that you are tracking for re-victimization B. Of A, the number of program youth who were re-victimized during the reporting period C. Percent RE-VICTIMIZED (B/A)	
Select one of the following from 13A through 13L depending on the primary focus of the program.				
13A	Substance use (short term)	The number and percent of program youth who have exhibited a decrease in substance use during the reporting period. Self-report, staff rating, or urinalysis are most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B)	
13A	Substance use (long term)	The number and percent of program youth who exhibited a decrease in substance use 6-12 months after exiting the program. Self-report, staff rating, or urinalysis are most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13B	Social competence (short term)	The number and percent of program youth who have exhibited a desired change in social competencies during the reporting period. Social competence is the ability to achieve personal goals in social interaction while simultaneously maintaining positive relationships with others over time and across situations. Self-report or staff ratings are the most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
13B	Social competence (long term)	The number and percent of program youth who exhibited a desired change in social competencies 6-12 months after exiting the program. Social competence is defined as the ability to achieve personal goals in social interaction while simultaneously maintaining positive relationships with others over time and across situations. Self-report or staff ratings are the most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13C	School attendance (short term)	The number and percent of program youth who have exhibited a desired change in school attendance during the reporting period. Self-report or official records are the most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B)	
13C	School attendance (long term)	The number and percent of program youth who exhibited a desired change in school attendance 6–12 months after exiting the program. Self-report or official records are the most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13D	GPA (short term)	The number and percent of program youth who have exhibited a desired change in GPA during the reporting period. Self-report or official records are the most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B)	
13D	GPA (long term)	The number and percent of program youth who exhibited a desired change in GPA 6-12 months after exiting the program. Self-report or official records are the most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13E	GED (short term)	The number and percent of program youth who earned their GED during the reporting period. Self-report or staff ratings are the most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B)	
13E	GED (long term)	The number and percent of program youth who earned their GED 6-12 months after exiting the program. Self-report or staff ratings are the most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13F	High School Completion (short term)	The number of youth who have completed High School during the reporting period. Program records are the preferred data source.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
13F	High School Completion (long term)	The number and percent of program youth who exhibited an increase in high school completion 6-12 months after exiting the program. Program records are the preferred data source.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13G	Job Skills (short term)	The number and percent of program youth who exhibited an increase in job skills during the reporting period. Self-report or staff rating is most likely data source.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B)	
13G	Job Skills (long term)	The number and percent of program youth who exhibited an increase in job skills 6-12 months after exiting the program. Self-report or staff rating is most likely data source.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13H	Employment status (short term)	The number of program youth who have exhibited an improvement in employment status during the reporting period. Self-report or staff ratings are most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B)	
13H	Employment status (long term)	The number and percent of program youth who exhibited an improvement in employment status 6-12 months after exiting the program. Self-report or staff ratings are most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13I	Family relationships (short term)	The number and percent of program youth who have exhibited a desired change in family relationships during the reporting period. Such changes are positive ones that could be related to increased positive interaction with family members. Examples are improved communication and increased emotional and practical support. Self-report or staff ratings are the most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B)	
13I	Family relationships (long term)	The number and percent of program youth who have exhibited a desired change in family relationships 6–12 months after exiting the program. Such changes are positive ones that could be related to increased positive interaction with family members. Examples are improved communication and increased emotional and practical support. Self-report or staff ratings are the most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	

#	OJJDP Core Measure	Definition	Data Grantee Reports	Record Data Here
13J	Antisocial behavior (short term)	The number and percent of program youth who have exhibited a desired change in antisocial behavior during the reporting period. Antisocial behavior is a pervasive pattern of behavior that displays disregard for and violation of the rights of others, societal mores, or the law (such as deceitfulness, irritability, fighting, disruptive behavior, consistent irresponsibility, lack of remorse, or failure to conform to social norms). Self-report or staff ratings are the most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B)	
13J	Antisocial behavior (long term)	The number and percent of program youth who exhibited a desired change in antisocial behavior 6–12 months after exiting the program. Antisocial behavior is a pervasive pattern of behavior that displays disregard for and violation of the rights of others, societal mores, or the law (such as deceitfulness, irritability, fighting, disruptive behavior, consistent irresponsibility, lack of remorse, or failure to conform to social norms). Self-report or staff ratings are the most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13K	Gang resistance/ involvement (short term)	The number and percent of program youth who have exhibited a desired change in gang resistance behavior during the reporting period. Self-report or staff ratings are the most likely data sources.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B)	
13K	Gang resistance/ involvement (long term)	The number and percent of program youth who exhibited a desired change in gang resistance behavior 6–12 months after exiting the program. Self-report or staff ratings are the most likely data sources.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	
13L	Cultural Skill building/Cultural Pride (short term)	The number of program youth who exhibit increased knowledge and/or understanding of tribal background, history, traditions, language and/or values.	A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B)	
13L	Cultural Skill building/Cultural Pride (long term)	The number of program youth who exhibit increased knowledge and/or understanding of tribal background, history, traditions, language and/or values 6-12 months after exiting the program.	A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B)	

Program Area 1: Graduated Sanctions

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
14	Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only)	The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source.	A. Funds awarded to program for services	
15	Number of graduated sanctions policies instituted	Determine level of program development. Most appropriate for sites that are developing graduated sanctions and may have developed program guidelines or policies but not yet implemented the program fully. Report the raw number of graduated sanctions policies developed by the grantee site.	A. Number of graduated sanctions policies	
16	Number of juvenile justice units that are implementing graduated sanctions programs	Determine coverage of the graduated sanctions approach within the local juvenile justice system. Most appropriate for projects run through local units of government or tribal equivalent. Report the number of units within the local juvenile justice system that are implementing, or in the process of implementing, graduated sanctions programs in the process? Includes things like training staff on graduated sanctions, developing policies on the use of graduated sanctions, or developing sub-contracts with service providers in anticipation of program.	A. Number of units implementing graduated sanctions programs	
17	Number and percent of programs using graduated sanctions	Determine coverage of graduated sanction approaches within an agency or juvenile justice unit. Most appropriate for grantees that run more than one program for juvenile offenders. Report the raw number of different graduated sanctions programs implemented. Percent is raw number divided by the total number of programs run by the grantee.	A. Number of different graduated sanctions programs implemented B. Total number of programs run by the grantee C. Percent (A/B)	
18	Number of supervision meetings per youth in graduated sanctions programs	Determine whether graduated sanctions are being used as intended with the frequent use of supervision meetings. This measures system accountability. Appropriate for all programs implementing graduated sanctions programs. Report the total number of supervision meetings held with youth divided by the number of youth served through graduated sanctions programs during the reporting period. Meetings are not limited to face-to-face contact but may include other forms of contact with youth such as telephone calls.	A. Number of supervision meetings held B. Number of youth served C. Number of meetings per youth in graduated sanctions	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
19	Number and percent of youth who had a behavioral contract developed when they entered a program that was part of a graduated sanctions approach	Determine whether graduated sanctions are being used as intended with the development of behavioral contract at youth intake. This measures system accountability. Appropriate for all programs implementing graduated sanctions. Report raw number of youth in graduated sanctions programs that had a behavioral contract developed when they entered the program. Percent is the raw number of youth with a contract developed at intake divided by the total number of youth to enter the graduated sanctions program.	A. Number of youth with a behavioral contract developed when they entered the program B. Number of youth to enter the program C. Percent (A/B)	
20	Number of sanctioning options available at each level (immediate, intermediate, secure care, and aftercare/reentry)	Determine coverage of the graduated sanctions approach within the local juvenile justice system. Most appropriate for projects responsible for justice supervision of youth (e.g., courts, probation departments, detention facilities). Report raw number of different sanctioning options by level. Different implies that the options either employ different techniques or activities, target different populations, or have different goals.	A. Number of different immediate sanctioning options B. Number of different intermediate sanctioning options C. Number of different secure care sanctioning options D. Number of different aftercare/reentry sanctioning options	
21	Number and percent of staff trained on the use of graduated sanctions	To determine coverage of the graduated sanctions approach within an agency or unit of local government or tribal equivalent with regard to institutional investment as expressed through training provided. Appropriate for any agency or unit of government or tribal equivalent that directly serves youth and is implementing a graduated sanctions program. Report the raw number of staff trained during the reporting period. Percent is the raw number divided by the total number of staff who offer direct services to youth. Include both training that offers general information about the topics and practical training. Include training from any source and using any medium as long as the training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the reporting period.	A. Number of staff trained B. Number of staff who offer direct services C. Percent (A/B)	
22	Number of training requests RECEIVED	This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of training requests received during the reporting period.	
23	Number of technical assistance requests RECEIVED	This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of technical assistance requests received during the reporting period	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
24	Number of program materials developed during the reporting period	This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source	A. Number of program materials developed	
25	Number of planning or training events held during the reporting period	This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records.	A. Number of planning or training activities held during the reporting period	
26	Number of people trained during the reporting period	This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records.	A. Number of people trained	
27	Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA.	Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use.	A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
28	Percent of people exhibiting an increased knowledge of the program area during the reporting period	This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred.	A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
29	Number of program policies changed, improved, or rescinded during the reporting period	This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include polices that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records.	A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period	
30	Percent of organizations reporting improvements in operations based on training and technical assistance (TTA).	The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service.	A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period. C. Percent (A/B)	
31	Number and percent of sanctions that were successfully contested	Gain insight into the appropriateness of sanctions imposed based on the assumption that overturned sanctions were inappropriate or inappropriately applied. Most appropriate for programs that are implementing graduated sanctions programs. Report the raw number of sanctions that were overturned. Percent is the raw number divided by the total number of sanctions applied.	A. Number of sanctions overturned B. Number of sanctions applied C. Percent (A/B)	
32	Number of hours of service received per youth	Measure the amount of service youth are getting through the graduated sanctions program. Appropriate for programs with implemented graduated sanctions programs. Report the total number of hours of service that youth in the program received divided by the number of youth in the program. Include both hours of service directly offered by the program as well as hours of service received due to program participation (e.g., hours of service received through agencies affiliated with, or that sub-contract to, the grantee).	A. Number of hours of service to youth B. Number of youth C. Number of hours per youth (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
33	Cost savings	Determine the efficiency of the graduated sanctions program based on the assumption that graduated sanctions reduce the penetration of youth further into the justice system and, therefore, cost less per youth. Most appropriate for a unit of local government or tribal equivalent, justice system, or large agency implementing a graduated sanctions program. Report the average total cost per comparable case (e.g., similar justice history and intake offense) to the grantee at the start of the reporting period subtracted by the average cost per case at the end of the reporting period. If several disparate programs are included under the grant, please report the figure per program (e.g., if the grant covers services offered through a pre-trial unit and a detention, facility, please report cost savings per program). For example, if it used to cost $1,000 to process a case through the pre-trial unit at the start of the reporting period, but only costs $800 dollars at the end, the cost savings would be $200 per case.	A. Total cost per case not using graduated sanctions B. Total cost per graduated sanctions case C. Cost savings (A-B)	
34	Number and percent of cases that result in alternatives to detention	Determine if the program is working as intended by actually reducing the number of cases that result in detention. Most appropriate for a court or other program in which staff have the capacity to assign youth to detention. Report the raw number of program youth who were assigned to an alternative to detention that without the program would have been assigned to detention. Percent is the raw number divided by the raw number plus the number of youth assigned to detention.	A. Number of youth who without the program would have been assigned to detention B. Number of youth assigned to detention C. Percent (A/(A + B))	
35	Number and percent of cases that result in community service, monetary restitution, and direct service to victims	Determine whether the graduated sanctions program is being implemented as intended with regard to holding youth accountable using restorative justice approaches. Report the raw number of cases handled through the graduated sanctions program that resulted in one of the listed categories. Percent would be the raw number per type divided by the number of cases handled by the grantee.	A. Number of cases to result in community service B. Number of cases to result in monetary restitution C. Number of cases to result in direct service to victims D. Number of cases handled by the grantee E. Percent of cases resulted in community service (A/D) F. Percent of cases resulted in monetary restitution (B/D) G. Percent of cases resulted in direct service to victims (C/D)	
36	Number and percent of sanction changes that were from a less restrictive to a more restrictive sanction	Determine if sanctions are being applied appropriately based on the understanding that a well-run system will have a balance between increasing and reducing sanctions. Report the raw number of times sanction levels were changed to become more restrictive, and Percent would be the raw number divided by the total number of sanction-level changes during the reporting period.	A. Number of sanction-level changes to more restrictive B. Number of sanction-level changes C. Percent (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
37	Time in hours from infraction to sanction	Determine if the program is becoming more efficient. It is based on the idea that graduated sanctions must be applied swiftly. Appropriate for any program implementing a graduated sanctions program. Applies to youths' infractions while in the graduated sanctions program funded with JABG/Tribal JADG funds. Report the cumulative number of hours from infractions by youth according to their behavioral contracts to the infraction being addressed with a sanction divided by the number of infractions. If there are infractions that have not resulted in sanctions, count the number of hours from the infraction until the end of the youth's participation in the program.	A. Cumulative hours from infractions to sanctions B. Number of infractions C. Average (A/B)	
38	Number and percent of youth who were monitored according to the terms in their behavioral contracts	Determine if the program is becoming more accountable as shown by staff upholding their part of the behavioral contract (i.e., not acting capriciously). Appropriate for any program implementing a graduated sanction program. Report the raw number of youth for whom program staff followed the guidelines of that youth's behavioral contract (e.g., made contact as required, responded to infractions as described in the contract, etc.). Percent would be the raw number divided by the total number of youth in the program.	A. Number of youth for whom staff followed the guidelines of the youth's behavioral contract B. Number of youth served C. Percent (A/B)	
39	Number of non-compliant events (e.g., missing appointments) and percent of all events that were non-compliant	Determine if youth are acting more accountably as indicated by their fulfillment of their program requirements. Report the raw number of times youth did not do things they specifically had agreed to do in their behavioral contracts (or did things they agreed not to do). Percent would be the raw number divided by the total number of things the youth were expected to do (or not to do). For example, if a youth was to attend school every day, each day missed would be a non-compliant event. Percent would be the number of school days missed divided by the total number of days school was in session during the reporting period.	A. Number of non-compliant events B. Number of youth requirements C. Percent (A/B)	

Program Area 3: Hiring Court Staff/Pretrial Services

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
74	Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for system improvement only)	The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source.	A. Funds awarded to program for services	
75	Number and percent of each of the following types of staff hired: judges, probation officers, defenders, special advocates, pretrial service staff	Determine the distribution of the money. Appropriate for projects that hire staff. Report the raw number of staff hired by staff type. Percent is the raw number (by staff type) divided by the total number of staff (by type).	A. Number of judges hired B. Total number of judges C. Percent (A/B) D. Number of probation officers hired E. Total number of probation officers: F. Percent (D/E) G. Number of defenders hired H. Total number of defenders I. Percent (G/H) J. Number of special advocates hired K. Total number of special advocates L. Percent (J/K) M. Number of pretrial service staff hired N. Total number of pretrial staff O. Percent (M/N)	
76	Number of cases per staff member	Measure of infrastructure. Appropriate for programs that serve youth. Report the number of cases open at any point during the reporting period divided by the number of client staff (i.e., staff that work directly with clients).	A. Number of cases B. Number of court staff C. Number of cases per staff (A/B)	
77	Number and percent of vacant positions for each of the following staff types: judges, probation officers, defenders, special advocates, pretrial service staff	Determine program operational capacity. Appropriate for programs with the type of staff listed. Report the raw number of vacant positions. Percent is the raw number divided by the total number of positions (open and filed).	A. Number of vacant positions B. Total number of positions C. Percent (A/B)	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
78	Number of different pretrial service types	Determine program scope. Appropriate for programs that offer pretrial services. Report the raw number of types of pretrial services offered. Include both service types directly delivered by the program as well as service types that youth have access through the program. Different types of programs would include those, for example, that offer different services, serve different populations, have different procedures or criteria for inclusion or operation, or are run by different people/agencies/organizations.	A. Number of different types of pretrial services	
79	Number of pretrial service slots	Determine program scope. Appropriate for programs that offer pretrial services. Report the raw number of different pretrial services slots that the program has at any one time. Include both services directly delivered by the program as well as services that youth have access to through the program. For example, if a program can assess 5 youth at one time and offers a drug education course for 10 youth per session, the number of slots would be 15.	A. Number of pretrial service slots	
80	Number of hours of training about pretrial services offered to staff	Measure of infrastructure. Appropriate for programs whose staff delivers pretrial services. Report the raw number of hours of training offered about pretrial services. Include in-house and external training and any training medium (classes, observations, on-line, etc.) as long as it can be verified that staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if the training did not conclude before the end of the period.	A. Number of hours of training offered	
81	Number and percent of staff trained in pretrial services (including screening)	Measure of infrastructure. Appropriate for programs whose staffs deliver pretrial services. Report the raw number of staff to receive some training about pretrial services. Include in-house and external training and any training medium (e.g., classes, observations, on-line, etc.) as long as training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the period. Percent is the raw number divided by the total number of pretrial staff.	A. Number of staff trained in pretrial services B. Number of staff C. Percent (A/B)	
82	Number of training requests RECEIVED	This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of training requests received during the reporting period.	
83	Number of technical assistance requests RECEIVED	This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of technical assistance requests received during the reporting period	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
84	Number of program materials developed during the reporting period	This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source	A. Number of program materials developed	
85	Number of planning or training events held during the reporting period	This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records.	A. Number of planning or training activities held during the reporting period	
86	Number of people trained during the reporting period	This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records.	A. Number of people trained	
87	Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA.	Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use.	A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA. C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B)	
88	Percent of people exhibiting an increased knowledge of the program area during the reporting period	This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred.	A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B)	
89	Number of program policies changed, improved, or rescinded during the reporting period	This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include polices that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records.	A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
90	Percent of organizations reporting improvements in operations based on training and technical assistance (TTA).	The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service.	A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period. C. Percent (A/B)	
91	Number of pretrial services received per youth	Measure of program implementation and coverage. Appropriate for any program offering pretrial services or serving pretrial youth. Report the number of pretrial services (e.g., individual services, not service types) divided by the number of youth served.	A. Number of individual services delivered B. Number of youth served C. Number of services per youth (A/B)	
92	Number of hours per week and percent of staff time spent directly serving clients	Measure of program implementation. Appropriate for programs with any of the following types of staff: judges, probation officers, defenders, special advocates, and pretrial service staff. Report the average number of hours, by staff type, that staff spent in contact with youth (in person, by telephone, by e-mail, etc.) Percent is the average number of hours per week divided by the total number of hours those staff work per week. For example, if staff A spends 15 hours per week and staff B spends 35 hours per week, the average number of hours is 25 hours per week. If they each work 40 hours per week, the percent is 63 percent.	A. Average number of hours judges spend in direct service per week B. Average number of hours judges work per week C. Percent (A/B) D. Average number of hours probation officers spend in direct service per week E. Average number of hours probation officers work per week F. Percent (D/E) G. Average number of hours defenders spend in direct service per week H. Average number of hours defenders work per week: I. Percent (G/H) J. Average number of hours special advocates spend in direct service per week K. Average number of hours special advocates work per week L. Percent (J/K) M. Average number of hours pretrial service staff spend in direct service per week N. Average number of hours pretrial service staff work per week O. Percent (M/N)	
93	Number and percent of youth screened	Measure of program implementation. Appropriate for programs that deliver services to youth or refer youth to services. Report the raw number of youth to receive a complete screening. Percent is the raw number divided by the total number of youth in the program.	A. Number of youth screened B. Number of youth in program C. Percent (A/B)	
94	Number and percent of youth assessed	Measure of program implementation. Appropriate for programs that deliver services to youth or refer youth to services. Report the raw number of youth to receive a complete assessment. Percent is the raw number divided by the total number of youth in the program.	A. Number of youth assessed B. Number of youth in program C. Percent (A/B)	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
95	Average time in hours from first contact to screening	Measure of program efficiency. Appropriate for programs that conduct youth screening or refer youth to screening. Report the raw number of hours from determination that a youth needs a screening to the screening being completed. The determination can be based on a rule (e.g., all youth brought to the intake center must be screened) or a judgment (e.g., case managers evaluate which youth receive screening based on their clinical judgment).	A. Average number of hours from determination of screening need to end of screening	
96	Average time in hours from screening to assessment	Measure of program efficiency. Appropriate for programs that assess clients or refer clients for assessment. Report the average number of hours from youths screening being completed (i.e., all screening data being completely collected) to their assessment being completed (i.e., all assessment data being completely collected).	A. Average number of hours from end of screening to end of assessment	
97	Number of youth to receive pretrial services	Measure of program implementation and coverage. Most appropriate for local government departments or agencies, including court or prosecution units through which pretrial youth are processed. Report the raw number of youth to receive at least one pretrial service. Percent is the raw number divided by the total number of youth seen that meet the criteria for pretrial services.	A. Number of youth receiving pretrial service B. Number of youth that meet pretrial criteria C. Percent (A/B)	
98	Average time in days from case assignment to first meeting between staff member and youth or family	Measure of program efficiency. Appropriate for programs that provide direct client services. Report the average number of calendar days from a case being assigned to the program and the first meeting between program staff and the youth and/or the youth's family.	A. Average number of days from assignment to first meeting with staff	
99	Number and percent of complete case files	Measure of infrastructure. Appropriate for programs that track clients or client information such as treatment providers, probation departments, or court units. Report the raw number of case files that have all of the required information. If there are no formal requirements, determine a minimum criteria for a compete file and use that as the requirement. Time dependent requirements are fine. For example, youth that have been in the program for 1 week must have a screening and assessment, while youth who have been in the program for 6 months should have a screening, assessment, at least one urinalysis, and six sets of case manager meeting notes. Percent is the raw number divided by the number of open cases.	A. Number of complete files B. Number of open cases C. Percent (A/B)	
100	Average time in days from referral to pretrial services to completion of pretrial processing	Measure of program efficiency. Appropriate for programs that provide pretrial services. Report the average number of calendar days from a case being officially referred to pretrial services to the case being closed by the pretrial program. Referral can be an automatic event, such as the end of one phase triggering the start of the pretrial phase or a referral by staff based on judgment.	A. Average number of days from referral to the completion of pretrial processing	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
101	Number and percent pretrial appointments missed by youth or families	Measure of youth accountability. Appropriate for programs providing or overseeing pretrial services. Report the raw number of pretrial appointments (e.g., assessments, case management meetings, court appearances, appointments for services arranged through the pretrial program) that have been missed by youth, or the youths family, assigned to the pretrial program. Include face-to-face and other meetings or appointments. Percent is the raw number divided by the total number of appointments scheduled.	A. Number of pretrial appointments missed B. Number of pretrial appointments scheduled C. Percent (A/B)	
102	Number and percent of youth to go through the system as intended (no service gaps, in the intended order, etc.)	Measure of system operations and accountability. Appropriate for operational pretrial programs. Report the raw number of youth whose progress through the program matched the intended client flow developed for the program. For example, this includes having events occur in the anticipated order (screening before assessment, before service referral), events occurring according to schedule (e.g., screenings occurring within 24 hours of program intake). Percent is the raw number divided by the total number of clients in the program.	A. Number of clients that flow through program as intended B. Number of clients C. Percent (A/B)	
103	Number and percent of youth to receive mental health services	Measure of program scope. Appropriate for programs that offer pretrial services. Report the raw number of youth to receive a mental health service. Do not include mental health assessments. Do include clinical services that the client receives based on their participation in the program whether those services are delivered directly through the program or through a third-party provider.	A. Number of youth to receive mental health services B. Number of youth served C. Percent (A/B)	

Program Area 12: Risk/Needs Assessments

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
318	Number and percent of intake units using valid and reliable risk assessments	Measure of program implementation. Appropriate for grantees that oversee more than one unit, department, or entity that conducts youth intake procedures. Report the raw number of units that use a risk assessment tool (with at least 80 percent of the youth they process) that has been determined through research or evaluation to be valid and reliable. Percent is the raw number divided by the total number of intake units overseen by the grantee.	A. Number of units that use a validated risk assessment tool B. Number of units C. Percent (A/B)	
319	Number and percent of intake units using valid and reliable needs assessments	Measure of program implementation. Appropriate for grantees that oversee more than one unit, department, or entity that conducts youth intake procedures. Report the raw number of units that use a needs assessment tool (with at least 80 percent of the youth they process) that has been determined through research or evaluation to be valid and reliable. Percent is the raw number divided by the total number of intake units overseen by the grantee.	A. Number of units that use a validated needs assessment tool B. Number of units C. Percent (A/B)	
320	Average number of sources used in assessment process	Measure of system accountability based on the idea that the more sources used, the more accurate the assessment will be. Appropriate for grantees that conduct youth assessments. Report the average number of data sources used in the assessment process (e.g., school records, parental reports, justice records, face-to-face assessments, behavioral observation). If members of a youth's family are assessed separately, count them as different sources, but if they are interviewed together or more than one interview is required to fill in missing information, count them as one source.	A. Average number of data sources used per youth assessment	
321	Number and percent of assessment staff with specialized training	Measure of system accountability based on the idea that properly trained staff provides better service. Appropriate for grantees that conduct assessments. Report the number of staff who conduct assessments, have either received specific training about conducting assessments, or have specialized degrees or certifications (such as being Certified Addictions Specialists, or licensed social workers). Percent is the raw number divided by the total number of staff who conducts assessments.	A. Number of assessors with specialized training B. Number of assessors C. Percent (A/B)	
322	Number of training requests RECEIVED	This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of training requests received during the reporting period.	
323	Number of technical assistance requests RECEIVED	This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of technical assistance requests received during the reporting period	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
324	Number of program materials developed during the reporting period	This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source	A. Number of program materials developed	
325	Number of planning or training events held during the reporting period	This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records.	A. Number of planning or training activities held during the reporting period	
326	Number of people trained during the reporting period	This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records.	A. Number of people trained	
327	Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA.	Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use.	A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
328	Number of program policies changed, improved, or rescinded during the reporting period	This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include polices that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records.	A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
329	Percent of people exhibiting an increased knowledge of the program area during the reporting period	This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and post tests is preferred.	A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B)	
330	Percent of organizations reporting improvements in operations based on training and technical assistance (TTA).	The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service	A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B)	
331	Number and percent of youth fully assessed using risk and needs assessments	Measure of system accountability. Appropriate for grantees that conduct youth assessments. Report the raw number of youth to have complete assessment files (i.e., all assessments were completely administered and there are no missing data). Percent is the raw number divided by the total number of youth processed by the grantee.	A. Number of youth with complete files B. Number of youth C. Percent (A/B)	
332	Of the total number of youth identified as needing substance abuse treatment, the percent identified through the screening/assessment process	Measure of system accountability based on the idea that effective assessment systems will catch the majority of youth with the targeted service needs. Appropriate for grantees that use the results of youth assessments (whether or not they conduct the assessments themselves). Report the raw number of youth identified as needing substance abuse treatment through the assessment process divided by the total number of youth identified as needing substance abuse treatment.	A. Number of youth assessed as needing substance abuse treatment B. Number of youth identified as needing substance abuse treatment C. Percent (A/B)	
333	Of the total number of youth identified as needing mental health services, the percent identified through the screening/assessment process	Measure of system accountability based on the idea that effective assessment systems will catch the majority of youth with the targeted service needs. Appropriate for grantees that use the results of youth assessments (whether or not they conduct the assessments themselves). Report the raw number of youth identified as needing mental health treatment through the assessment process divided by the total number of youth identified as needing mental health treatment.	A. Number of youth assessed as needing mental health treatment B. Number of youth identified as needing mental health treatment C. Percent (A/B)	
334	Average time in hours from screening to assessment	Measure of program efficiency. Appropriate for programs that assess clients or refer clients for assessment. Report the average number of hours from youths screening being completed (i.e., all screening data being completely collected) to their assessment being completed (i.e., all assessment data being completely collected).	A. Average number of hours from screening completion to assessment completion	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
335	Average time in days from assessment to first service receipt	Measure of program efficiency. Appropriate for programs that serve clients or refer clients for service. Report the average number of calendar days from youths assessment being completed (i.e., all assessment data being completely collected) to their first receipt of service.	A. Average number of days from assessment completion to first service	
336	Number and percent of referrals to primary prevention services	Measure of program operation. Appropriate for grantees that generate client referrals or oversee the referral process (e.g., a county, village, ranchero, pueblo or reservation grantee spending the funds on building accountability capacity in a probation department). Report the raw number of referrals (not individual youth) for a primary prevention service. Percent is the raw number divided by the total number of referrals generated.	A. Number of referrals for a primary prevention service B. Number of referrals total C. Percent (A/B)	
337	Number and percent of referrals to secondary prevention services	Measure of program operation. Appropriate for grantees that generate client referrals or oversee the referral process (e.g., a county, village, ranchero, pueblo or reservation grantee spending the funds on building accountability capacity in a probation department). Report the raw number of referrals (not individual youth) for a secondary prevention service. Percent is the raw number divided by the total number of referrals generated.	A. Number of referrals for a secondary prevention service B. Number of referrals C. Percent (A/B)	
338	Number of different service referrals per youth	Measure of program operation. Appropriate for grantees that generate client referrals or oversee the referral process (e.g., a county, village, ranchero, pueblo or reservation grantee spending the funds on building accountability capacity in a probation department). Report the average number of referrals received by program participants while they are in the program. Different programs would be those, for example, that offer different services, serve different populations, have different procedures or criteria for inclusion or operation, or are run by different people/agencies/organizations.	A. Average number of referrals per youth	
339	Average time in hours from first justice contact for current offense to youth screening	Measure of program efficiency. Appropriate for programs that screen clients or refer clients for screening. Report the average number of hours from youth entering the system (e.g., being referred to the system by their school, being arrested, etc.) to their screening being completed (i.e., all screening data being completely collected).	A. Average number of hours from first justice contact to screening completion	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
340	Number and percent of times services identified through youth assessment are actually received by the assessed youth	Measure of system accountability based on the idea that if the system identifies a service need, it has the responsibility to meet that need. Appropriate for grantees that use the results of youth assessments (whether or not they conduct the assessments themselves). Report the raw number of times a youth enrolls in, or receives, a service that they were assessed as needing. Percent is the raw number divided by the total number of services that youth were assessed as needing."	A. Number of times youth receive referred service B. Number of services youth were assessed as needing C. Percent (A/B)	
341	Number and percent of cases assigned to alternatives to detention	To determine if the program is working as intended by actually reducing the number of cases that result in detention. Most appropriate for grantees that include detention in their list of potential sanctions. Report the raw number of program youth who were assigned to an alternative institution and who would otherwise have been assigned to detention. Percent is the raw number divided by the raw number plus the number of youth assigned to detention.	A. Number of cases assigned to an alternative to detention B. Number of cases assigned to detention C. Percent (A/(B +B))	
342	Number and percent of youth who cannot receive identified services (e.g., slots full, service not provided locally)	Measure of system accountability. Appropriate for grantees that use the results of youth assessments (whether or not they conduct the assessments themselves). Report the raw number of youth who do not receive the service or treatment indicated as needed by their assessment. Percent is the raw number divided by the number of youth assessed as needing service.	A. Number of youth that do not receive services they are assessed as needing B. Number of youth assessed as needing services C. Percent (A/B)	

Program Area 16: Hiring Detention/Corrections Staff

#	Output Measure	Definition	Data Grantee Report	Record Data Here
427	Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only)	The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source.	A. Funds awarded to program for services	
428	Number and percent of staff hired	Measure of infrastructure change. Most appropriate for programs that hired detention and corrections personnel. Report raw number of personnel hired during the reporting period. If full positions are not covered, report the number of full-time equivalents (FTE) paid for. To calculate FTE, divide the number of staff hours paid using JABG/Tribal JADG funds by 2000. Percent is the number of detention and corrections staff hired (or FTE covered) divided by the total number of program detention or corrections staff (or FTE).	A. Number of staff hired B. Number of staff positions C. Percent (A/B)	
429	Number and percent of vacant positions	Measure of program capacity. Appropriate for programs that staff detention or corrections staff. Report the raw number of vacant detention or corrections staff positions. Percent is the raw number divided by the total number of detention or corrections positions (open and filled).	A. Number of vacant positions B. Number of positions C. Percent (A/B)	
430	Ration of youth to staff	Measure of infrastructure. Appropriate for programs that serve youth. Report the number of youth served at one time divided by the number of staff.	A. Number of youth B. Number of staff C. Ratio (A/B)	
431	Number and percent of programs with vacant staff positions	Measure of program operational capacity. Appropriate for grantees with multiple programs/units/divisions/departments that staff detention or corrections personnel. Report the raw number of programs/units/divisions/departments that have at least one vacant position. Percent is the raw number divided by the total number of programs/units/divisions/departments.	A. Number of programs with vacant staff positions B. Number of programs C. Percent (A/B)	
432	Number and percent of staff trained in improving facility practices and/or programming	Measure of infrastructure. Appropriate for programs that staff detention or corrections personnel. Report the raw number of staff to receive any training about improving facility practices or programming. Include in-house or external training and any training medium (classes, observations, online, etc.) as long as training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the reporting period. Percent is the raw number divided by the total number of detention or corrections staff.	A. Number of staff trained B. Number of staff C. Percent (A/B)	

#	Output Measure	Definition	Data Grantee Report	Record Data Here
433	Number of hours of training offered in improving facility practices and/or programming	Measure of infrastructure. Appropriate for programs that staff detention or corrections personnel. Report the raw number of hours of training offered about improving facility operations or programming. Include in-house and external training and any training medium (classes, observations, online, etc.) as long as it can be verified that staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if it did not conclude before the end of the reporting period.	A. Number of hours of training offered	
434	Number of training requests RECEIVED	This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of training requests received during the reporting period.	
435	Number of technical assistance requests RECEIVED	This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of technical assistance requests received during the reporting period	
436	Number of program materials developed during the reporting period	This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source	A. Number of program materials developed	
437	Number of planning or training events held during the reporting period	This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records.	A. Number of planning or training activities held during the reporting period	
438	Number of people trained during the reporting period	This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records.	A. Number of people trained	
439	Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA.	Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use.	A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA. C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
440	Percent of people exhibiting an increased knowledge of the program area during the reporting period	This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred.	A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B)	
441	Number of program policies changed, improved, or rescinded during the reporting period	This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include polices that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records.	A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period	
442	Percent of organizations reporting improvements in operations based on training and technical assistance (TTA).	The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service.	A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B)	
443	Staff time spent on security	Determine if project activities are improving staffing. Most appropriate for grantees that have completed at least one activity (hiring or training). Report the raw number of hours per week that staff (i.e., staff that work directly with clients) spent on security (e.g., searching clients, making sure the facility is secure). Percent is the raw number divided by the total number of hours per week that those staff worked.	A. Average number of hours per week staff spend on security B. Average number of hours staff work per week C. Percent (A/B)	
444	Number and percent of staff to rate the training received as helpful	Measure of program quality. Appropriate for programs offering training, whether directly or indirectly. Report the raw number of staff to rate the training as helpful. Programs will most likely need to use training evaluation forms. Programs do not need to report the specific rating level, just counts of people that found it at least minimally helpful. Percent is the raw number divided by the total number of training attendees.	A. Number of staff to rate training helpful B. Number of staff trained C. Percent (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
445	Number and percent of staff trained who take additional courses on improving facility practices and programming	Measure of staff involvement and interest in the topic. This is a proxy for training quality based on the idea that if training was helpful, staff may elect to take additional training on the topic. Appropriate for programs that have detention or corrections personnel. Report the raw number of staff to take at least a second course or follow-up training on improving facility practices or programming. Percent is the raw number divided by the total number of people initially trained (i.e., the pool of people that could have potentially taken additional training). Do not include mandatory retraining or refresher courses.	A. Number of staff to take additional training B. Number of staff trained C. Percent (A/B)	
446	Number and percent of sick days taken	Measure of staff morale based on the idea that well-trained and supported staff is happier in their jobs and, on average, less likely to take sick days. Appropriate for programs that have detention or corrections personnel. Report the combined number of sick days taken by detention or corrections staff during the reporting period. Percent is the combined number divided by the total number of possible workdays for all relevant staff during the reporting period.	A. Number of sick days taken B. Number of possible workdays C. Percent (A/B)	
447	Number and percent days employees are late to work	Measure of staff morale based on the idea that well-trained and supported staff are happier in their jobs and, on average, less likely to arrive late for work. Appropriate for programs that have detention or corrections personnel. Report the combined number of days that detention or corrections staff arrived late for work during the reporting period. Percent is the combined number divided by the total number of possible workdays for all relevant staff during the reporting period.	A. Number of late arrival days B. Number of possible workdays C. Percent (A/B)	
448	Number and percent of staff rated as improved by supervisors	Measure of training benefit based on the idea that properly trained staff will perform better in their jobs. Appropriate for programs that have detention or corrections personnel or that utilize staff or personnel who have received at least some training in improving facility practices or programming. Report the raw number of staff to receive either highest rating or an improved rating with regard to their general performance on the staff evaluations. If the evaluation has a place to rate knowledge or implementation of new concepts covered in the trainings, that category can be used in place of a general performance category. Percent is the raw number divided by the total number of such staff evaluated during the reporting period.	A. Number of staff improved B. Number of staff evaluated C. Percent (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
449	Number and percent of staff to leave the office/unit	Measure of staff satisfaction based on the idea that staff training can positively impact staff turnover. This is a proxy measure. Appropriate for programs that have detention or corrections personnel or that utilize staff or personnel who have received at least some training in improving facility practices or programming. Report the raw number of staff to leave the program during the reporting period. Do not include staff that was promoted out of the program. Percent is the raw number divided by the number of such staff in the staff pool. For example, if 10 corrections officers from the boys training school were trained, the total pool would be the total number of correctional officers at that facility.	A. Number of staff to leave program B. Number of staff in program C. Percent (A/B)	
450	Number of hours that youth are held in isolation	Measures use of secure detention. Appropriate for any operational program. Report the raw number of hours youth were held in isolation. If a facility is not permitted to hold youth in isolation but refers youth to other facilities, include the number of hours of isolation to result from those referrals in this count.	A. Number of hours youth are held in isolation	
451	Number and percent of youth exhibiting the desired change in targeted behaviors	Must select at least one measure between 2A and 2M. Selection should be based on program goals and activities.	A. Number of youth held in isolation B. Number of youth served C. Percent (A/B)	
452	Average time in hours from infraction to sanction	Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the average number of hours from when a youth does something that violates the behavioral contract, the program rules, school behavior rules or guidelines to that youth receiving a sanction. Include only closed cases (i.e., those in which a sanction has been administered or the case dismissed).	A. Average number of hours from infraction to sanction	
453	Number and percent of available accountability programming options used	Measure of system accountability (i.e., are staff using all the tools available to them and are the available accountability options appropriate for the site). Appropriate for grantees with operational accountability programs. Report the raw number of different accountability options used at least once during the reporting period. Percent is the raw number divided by the total number of different accountability options. Different implies that the options either employ different techniques or activities, target different populations, or have different goals.	A. Number of accountability options used B. Number of accountability options available C. Percent (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
454	Number and percent of sanction changes that were from a less restrictive to a more restrictive sanction	Measure of youth accountability. Appropriate for grantees that can change youths' sanction level. Report the raw number of times that youth are moved from a less restrictive sanction level to a more restrictive level (e.g., moving from monthly drug testing to weekly). Percent is the raw number divided by the total number of modifications to sanctions.	A. Number of modifications of sanctions to more strict B. Number of modifications to sanctions C. Percent (A/B)	

Program Area 17: Reentry

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
455	Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only)	The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source.	A. Funds awarded to program for services	
456	Number of different pre-release and post-release programs implemented	Measure of program implementation. Appropriate for grantees that administer more than one pre-release and post-release program. Report the maximum number of different pre-release and post-release programs in operation simultaneously. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals	A. Number of different pre-release and post-release programs in operation	
457	Amount of funds allocated to pre-release and post-release programming	Determine the distribution of the money. Appropriate for any project paying for pre-release and post-release programming. Report the raw dollar amount of JABG funds spent on pre-release and post-release programming.	A. Number of dollars spent on pre-release and post-release programming	
458	Number of pre-release and post-release program slots	Determine program scope. Appropriate for programs that offer pre-release and post-release programming. Report the raw number of pre-release and post-release programming slots that the program has at any one time. Include both programs directly delivered by the grantee as well as programs that youth have access to through the grantee. For example, if a program can process victim impact statements for 5 juvenile offenders and serve 25 youth through a victim empathy class, the number of slots would be 30.	A. Number of pre-release and post-release slots	
459	Number and percent of staff trained on pre-release and post-release program procedures	Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for any grantee working with or administering a pre-release and post-release program. Report the raw number of staff to receive formal training on pre-release and post-release related topics. Percent is the raw number divided by the total number of staff in the pool from which those trained were selected. For example, if 10 staff from a probation department were trained, the total pool would be the staff from the entire probation department.	A. Number of staff trained B. Number of staff C. Percent (a/b)	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
460	Number of hours of pre-release and post-release training offered to justice staff by type (orientation, continuing education, cross training with community-based organizations)	Measure of infrastructure. Appropriate for programs whose staff offers pre-release and post-release programming. Report the raw number of hours of training offered about pre-release and post-release (by topic). Include in-house and external training and any training medium (classes, observations, online, etc.) as long as it can be verified that staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if the training did not conclude before the end of the period.	A. Number of hours of orientation training offered B. Number of hours of continuing education training offered C. Number of hours of cross training offered	
461	Number of hours of community outreach about pre-release and post-release programming	Measure of infrastructure. Appropriate for programs that offer or promote pre-release and post-release programming. Report the number of hours of outreach activities conducted by staff or on behalf of staff. For example, if someone made a presentation at a PTA meeting for 1 hour, count 1 hour plus travel and administration time; if someone dropped off flyers at a PTA meeting, count the actual time spent delivering the flyers.	A. Number of hours of community outreach about pre-release and post-release programming	
462	Number of training requests RECEIVED	This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of training requests received during the reporting period.	
463	Number of technical assistance requests RECEIVED	This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served.	A. Number of technical assistance requests received during the reporting period	
464	Number of program materials developed during the reporting period	This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source	A. Number of program materials developed	

#	Output Measure	Definition	Data Grantee Reports	Record Data Here
465	Number of planning or training events held during the reporting period	This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records.	A. Number of planning or training activities held during the reporting period	
466	Number of people trained during the reporting period	This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records.	A. Number of people trained	
467	Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA.	Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use.	A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B)	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
468	Number of program policies changed, improved, or rescinded during the reporting period	This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include polices that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records.	Number of programs policies changed during the reporting period Number of programs policies rescinded during the reporting period	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
469	Percent of people exhibiting an increased knowledge of the program area during the reporting period	This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred.	A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B)	
470	Percent of organizations reporting improvements in operations based on training and technical assistance (TTA).	The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service	A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B)	
471	Number and percent of target youth to receive pre-release and post-release programming	Measure of system accountability. Appropriate for entities that use pre-release and post-release programming (whether they actually deliver it themselves or not). Report the raw number of youth to participate in pre-release and post-release programming. Percent is the raw number divided by the total number of youth served by the grantee.	A. Number of youth to participate in pre-release and post-release B. Number of youth served C. Percent (A/B)	
472	Number of different pre-release and post-release options available	Determine coverage of the pre-release and post-release approach. Most appropriate for grantees implementing or referring youth to pre-release and post-release programming. Report raw number of different pre-release and post-release options available. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals.	A. Number of pre-release and post-release options available	
473	Average number of different services and treatments received by youth pre-release and post-release program participants	Measure of system accountability. Appropriate for any pre-release and post-release program. Report the average number of different types of service or clinical treatment received by pre-release and post-release program participants. For example, if a participant received outpatient mental health treatment, transportation services, and literacy counseling, that would count as three services. But, for example, if a participant received medical treatment from two different providers or on two different occasions that would count as one treatment unless the treatment was for different conditions (e.g., a broken leg and a pregnancy).	A. Average number of types of service received per client	

#	Outcome Measure	Definition	Data Grantee Reports	Record Data Here
474	Number and percent of offenders to receive skills building training	Measure of youth accountability. Appropriate for pre-release and post-release programs. Report the raw number of offenders to actually attend skills building training as part of their pre-release and post-release program (include offenders that complete at least part of the training). Percent is the raw number divided by the total number of offenders whose cases are handled by the grantee. Do not include educational programs required by the state.	A. Number of offenders to receive skills-building training B. Number of offenders handled C. Percent (A/B)	
475	Number and percent of youth to successfully complete their pre-release and post-release requirements	Measure of youth accountability. Appropriate for pre-release and post-release programs or using pre-release and post-release principles. Report the raw number of offenders to successfully fulfill the requirements of the pre-release and post-release program in which they are participating. Percent is the raw number divided by the total number of offenders who participate in pre-release and post-release programming.	A. Number of youth to successfully complete their pre-release and post-release requirements B. Number of youth to have pre-release and post-release requirements C. Percent (A/B)	

Narrative Questions

#	Measure	Definition	Info Grantee Provides
1	What were your accomplishments within this reporting period?		A. Open ended text response (5000 characters)
2	What goals were accomplished within the reporting period, as they relate to your grant application?		A. Open ended text response (5000 characters) B.
3	What problems/barriers did you encounter, if any, within the reporting period that prevented you from reaching your goals or milestones?		A. Open ended text response (5000 characters)
4	Is there any assistance that OJJDP can provide to address any problems/barriers identified in question #3 above?		A. Yes/ No If yes, please explain.
5	Are you on track to fiscally and programmatically complete your program as outlined in your grant application?		A. Open ended text response (5000 characters) (Please answer YES or NO and if no, please explain.)
6	What major activities are planned for the next 6-12 months?		A. Open ended text response (5000 characters)
7	Based on your knowledge of the juvenile justice field, are there any innovative programs/accomplishments that you would like to share with OJJDP?		A. Open ended text response (5000 characters)

APPENDIX C

JABG Application
Scoring Form

Juvenile Justice Programs Grant Score Sheet

Application #A_____ Grant Program Title:_____

County:_____ Request for Grant Year: 1 2 or 3 Funds Requested: $_____

CATEGORY	SPECIAL CRITERIA	MAX POINT VALUE	PRELI-MINARY SCORE
REQUIREMENTS	Does the application specify a GJJAC designated priority area? Y__N__ Does the application show that it, in fact, qualifies for and will impact the specified GJJAC designated priority area? Y__N__ If a JABG application, does it contain a 10% cash match? Y__N__ If a Title V, does it contain a 33% in-kind or cash match? Y__N__ If applicable, does the application contain letters of support? Y__N__ If a 2nd or 3rd year application, is a current and favorable DPS Progress Report attached? Y__N__ Does the application request indirect costs of 20% or less? Y__N__ If Title V or Formula, does it include a contract for evaluation? Y__N__	If the answer to any question is no: 1) enter a zero below as the final score, 2) and, do not score further.	
BUDGET Should be clear and consistent with Project Description	Proposed project costs are reasonable	10	
	Budget items are relevant to proposed project	5	
	Budget items are fully described and justified on page 4	10	
BUDGET NOTES AND COMMENTS			
	TOTAL BUDGET	**25**	
PROBLEM STATEMENT	A significant problem is clearly identified and explained within a specified GJJAC priority area; and, the statement includes a clear understanding and discussion of the factors and issues which contribute to the identified problem.	15	
NEEDS ASSESSMENT	The application contains relevant and recent state and local data which demonstrates a viable, meaningful need for the program; and, the data and its sources are credible, reliable, and adequately footnoted.	5	
PROJECT DESCRIPTION	The project being proposed is logical, practical, and sound, and, if funded, would reasonably be expected to have a meaningful and positive impact on the identified problem and target group. The proposal contains a clear and very detailed project plan (e.g., days/times of the week, curricula, transportation, activities). If a continuation application, it must detail previous year(s) progress to date.	20	
PROJECT OBJECTIVES	Project objectives state the anticipated outcomes of the project and are clear, measurable, capable of timely completion, important, and directly relate the proposed project to the identified problem	15	
PERFORMANCE INDICATORS	There is a corresponding Performance Indicator for each Project Objective. Explains by whom, how, and when performance data will be collected and reported.	10	
TARGET POPULATION	Identifies target service group including, specific ages, gender, geographic location, and estimated impact on target population.	5	
IMPLEMENTATION SCHEDULE	Includes clear and specific tasks and completion timelines which may be reasonably accomplished (e.g., hiring staff, purchasing equipment, recruiting participants, evaluation, and list of quarterly activities).	5	
	MAXIMUM POSSIBLE SCORE	**100**	

APPENDIX D

Sample Detention Alternative Programs

Alternatives to Juvenile Pre-trial Detention

Home or Community Detention

- **Program Generally**
  - these programs started in the late 1970s
  - either public employees or community-based non-profit agencies run these programs
- **Program Elements**
  - many programs enter into a written agreement between the youth and his parents to establish clear behavioral expectations
  - these contracts clarify where the youth may go and expectations for school and employment
  - the responsibilities of the parent are also outlined
  - many program use electronic monitoring in 1 of 2 situations:
  - as a more restrictive option for youth who have failed to comply with standard program rules (this should be in addition to face-to-face contacts – not in their place); or
  - as a means to release youth who might not otherwise meet routine program eligibility criteria
- **Target Population**
  - youth who can safely reside in their own homes or with relatives
  - the youth observe a weekday curfew (e.g., 6:00 p.m.) and must restrict their movement outside of home to pre-approved activities (including location & time of these activities)
- **Staff**
  - home detention staff provides frequent, random, unannounced face-to-face community supervision to monitor youth's behavior
  - staff keeps in contact with the youth through frequent telephone calls
  - a violation does not necessarily result in return to secured detention – staff first considers increased supervision
- **Capacity**
  - the capacity varies depending on the program, but the average capacity is just under 200 youth
- **Length of Stay**
  - this varies depending on the program, but the average length of stay is between 30 and 45 days
- **Cost**
  - they are more cost-efficient than secure detention – on average $10 per day per youth
- **Successful Completion Rate**
  - they have remarkable success rates: 90% - 95% make all of their court appearances and remain arrest-free
- **Sample Location: Multnomah County**
  - **Program Generally**
    - all youth are started at the same contact levels, but alters supervision levels weekly depending on compliance with the program (i.e., a youth's curfew may be eased or he may be able to attend a special activity)
  - **Staff**
    - hourly workers from Volunteers of America work with the detention program
  - **Program Elements**
    - <u>Week 1</u>

- 4 calls per day from the youth
- 2 face-to-face daily
- 2 face-to-face curfew checks a week
- 5 curfew phone checks

- Week 2
  - 3 calls per day from the youth
  - 1 face-to-face daily
  - 2 curfew checks a week
- Week 3
  - 2 calls per day from the youth
  - 3 face-to-face contacts a week
- Week 4
  - 1 call per day from the youth
  - 2 face-to-face contacts a week

- **Sample Location: Sacramento County**
  - **Staff**
    - the probation department operates this program
  - **Program Elements**
    - the officers conduct unannounced home and school visits, make collateral contacts and install electronic monitoring devices when needed
  - **Capacity**
    - 160 youth are supervised daily
  - **Cost**
    - daily costs for supervision is approximately $16 per youth
- **Sample Location: Cook County**
  - **Staff**
    - probation staff operates this program
    - each team of probation officers (2 officers make up a team) is responsible for 25 cases
  - **Program Elements**
    - at least 3 weekly face-to-face contacts in youth's home
    - random telephone conversations
    - youth restricted to home except for school and church and other approved activities
    - collateral contacts to check on school attendance and other activities
    - electronic monitoring as needed
    - the parent must be willing and cooperative
  - **Target Population**
    - secure detention-eligible youths with no more than 1 outstanding arrest warrant and no previous failures on home confinement
    - willing and cooperative parent
  - **Length of Stay**
    - the length of stay in program is generally 30 – 45 days

  - **Cost**
    - daily costs for supervision is approximately $10 per youth

  CAPACITY
    - the program has a capacity of 225 youths
    - on average, between 180 and 200 youths make up the average daily population

- **Successful Completion Rate**
    - 91% of participants remain arrest-free and make their court hearings during their time in the program

- **Sample Location: Philadelphia Youth Advocate Program**
    - **Staff**
        - non-profit, private agency trains community residents to operate this program
        - a staff member supervises no more than 4 youth at a time
    - **Program Elements**
        - 15 – 30 hours a week of face-to-face supervision in the community
        - youths are referred to recreational, educational, and vocational opportunities in the community
        - daily checks on school attendance and curfews
        - electronic monitoring as needed
        - staff accompanies all youth to court appearances
    - **Target Population**
        - secure detention-eligible youths referred by court
    - **Cost**
        - 15 supervised hours a week costs $225 per week, per youth
        - 30 supervised hours a week costs $325 per week, per youth
    - **Successful Completion Rate**
        - 92% of participants remain arrest-free and make their court hearings during their time in the program

Day and Evening Reporting Centers

- **Program Generally**
    - non-secure community programs that provide 6 to 12 hours of daily supervision and structured activities for youth
    - these youth require more intensive oversight than an in-home program can provide because they are often not enrolled in school at the time of their release from detention
    - the community is protected by the center's intensive daily supervision of each youth
    - electronic monitoring is used as needed
- **Length of Stay**
    - the length of stay for youths is approximately 30 days
- **Cost**
    - the cost for supervision is between $32 and $35
- **Sample Location: Broward County, FL**
    - **Program Generally**
        - day reporting is used in conjunction with non-secure residential placements
        - youth participate in educational and recreational programming at the day reporting center that could not be offered at their group home
- **Sample Location: Cook County**
    - **Program Generally**
        - this county created a system of evening reporting centers that provide structure and supervision for youth between 3:00 P.M. and 9:00 P.M.
        - over 60% of the referrals to the evening reporting centers would have been sent to secure detention if the evening reporting centers did not exist
    - **Program Elements**
        - 6 hours of daily supervision, tutoring, counseling and recreation
        - curfew checks
        - evening meals and transportation home
        - youths are referred for additional recreational, educational, and vocational opportunities in the community
        - collateral checks on school attendance and school work
        - program supervision can be enhanced by linking participants to home confinement program and/or electronic monitoring
    - **Target Population**
        - secure detention-eligible youths
        - chronic VOPs
    - **Staff**
        - non-profit, community-based service organizations train community staff
        - each staff member supervises no more than 5 youth
    - **Length of Stay**
        - the length of stay for youths is approximately 21 – 30 days
    - **Cost**
        - the cost for supervision is $33 per youth per day
    - **Successful Completion Rate**
        - 90% of youth make their court hearings; remain arrest-free while in the program

Residential Alternatives

- **Program Generally – Shelter Program**
    - a non-secure residential facility staffed to provide time-limited housing
    - this alternative provides age-specific services including education, recreation, tutoring, and life skill training
    - some students attend education at the shelter whereas others attend public school
    - shelters are staffed to handle emergency medical situations
- **Target Population**
    - this is for youth who need 24-hour supervision to be considered for release from secure detention
- **Staff**
    - youth are supervised by staff 24 hours a day, 7 days a week – staff must report even when shelter population is low and should represent the ethnic diversity of the shelter's population
- **Length of Stay**
    - the length of time in a shelter generally does not exceed 30 days
- **Cost**
    - the cost is $90 - $130 per youth, per day
- **Sample Location: New York**
    - **Program Generally**
        - it is the most restrictive detention alternative within the detention continuum
    - **Target Population**
        - this program is directed towards higher risk youth
    - **Staff**
        - requires a minimum direct staffing ratio of 1 staff per 6 youth
        - an on-site director and case manager must always be on site
- **Sample Location: Cook County**
    - **Program Generally**
        - many youth stay in the shelter while they await a slot in non-secure residential treatment alternative
    - **Program elements**
        - 24-hour residential supervision
        - educational instruction
        - independent living skills
        - individual and group counseling
        - transportation to court & other required appointments
        - probation outreach to arrange return to parental custody
    - **Target Population**
        - lower risk youth for whom no family member has been identified or is available
        - youth designated by judicial order as "release upon request"
    - **Staff**
        - non-profit community-based agency trains professional and non-professional staff
    - **Capacity**
        - this program holds up to 20 youths
    - **Length of Stay**
        - a youth's stay does not exceed 30 days and is generally only a few days

- **Sample Location: Sacramento County**
    - **Program Generally**
        - rather than developing a separate shelter, this program contracts with existing group care providers to reserve beds for youth
        - a downside is that mixing pre-trial youth with another client population does not work too well because the existing program is not equipped to handle the challenges these youth present
    - **Cost**
        - this is cost-efficient and administratively convenient because they avoid start-up costs and early-program dilemmas

Foster Care

- **Program Generally**
    - foster care is used to supplement the non-secure residential program
    - foster parents are given special training about youth referred by the juvenile justice system and have access to staff resources for help
- **Target Population**
    - this program targets younger children, girls, lower-risk cases, and other youth who are not suitable for a group care facility
    - younger children in particular are better suited for foster care
- **Sample Location: Multnomah County**
    - this program contracts with the Boys and Girls' Society, a private child care agency, for individualized host home slots, paying on an as-used basis