

ICI Grant Assessments Synthesis Report



CENTER FOR
CRIMINAL JUSTICE RESEARCH

June 2008



INDIANA UNIVERSITY PUBLIC POLICY INSTITUTE



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ICJI Grant Assessments Synthesis Report June 2008

**Prepared for the Indiana Criminal Justice Institute
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School of Public and Environmental Affairs
Indiana University–Purdue University Indianapolis
334 North Senate Avenue, Suite 300
Indianapolis, Indiana 46204-1708**



The Indiana Criminal Justice Institute Report Series, 2005-07

On January 26, 2006, the Indiana Criminal Justice Institute (ICJI) contracted with the IUPUI Center for Urban Policy and the Environment (CUPE) to perform descriptive assessments and evaluations of 12 federal grant programs administered by ICJI. ICJI asked CUPE to examine subgrantee files maintained at its offices and assess the process of subgrantee grant applications and the extent to which reported performance of services is consistent with subgrantee proposals. The primary sources of data for these assessments are the subgrantee applications and their fiscal and performance reports, all of which are maintained as internal administrative records by ICJI. The major purpose of each assessment is to determine whether subgrantees are producing the services proposed in grant applications, as well as to compile any performance information contained within ICJI's internal subgrantee files. CUPE staff are now working in collaboration with the newly-formed IUPUI Center for Criminal Justice Research to complete the remaining analyses in this series of assessments.

The Center for Criminal Justice Research

The Center for Criminal Justice Research (CCJR), one of three applied research centers currently affiliated with the Indiana University Public Policy Institute, works with public safety agencies and social services organizations to provide impartial applied research on criminal justice and public safety issues. CCJR provides analysis, evaluation, and assistance to criminal justice agencies; and community information and education on public safety questions. CCJR research topics include traffic safety, crime prevention, criminal justice systems, drugs and alcohol, policing, violence and victimization, and youth.

Indiana University Public Policy Institute

The Indiana University (IU) Public Policy Institute is a collaborative, multidisciplinary research institute within the Indiana University School of Public and Environmental Affairs (SPEA). Established in the spring of 2008, the Institute serves as an umbrella organization for research centers affiliated with SPEA, including the Center for Urban Policy and the Environment, the Center for Health Policy, and the Center for Criminal Justice Research. The Institute also supports the Office of International Community Development and the Indiana Advisory Commission on Intergovernmental Relations (IACIR).



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Authors

Samuel Nunn, Director
William Newby, Program Analyst
Kenna Quinet, Associate Professor
Dona Sapp, Senior Policy Analyst
Thomas Stucky, Associate Professor
Rachel Thelin, Senior Policy Analyst





OVERVIEW OF ICJI GRANT ASSESSMENT PROJECT

On January 26, 2006, the Indiana Criminal Justice Institute (ICJI) contracted with the IUPUI Center for Urban Policy and the Environment (and now with the Center for Criminal Justice Research—CCJR) to perform descriptive assessments of selected federal grant programs administered by ICJI. ICJI asked CCJR to examine subgrantee files and assess the process of subgrantee grant applications and the extent to which reported performance of services was consistent with subgrantee proposals. The major purpose of each assessment was to determine whether subgrantees were producing the services proposed in grant applications, as well as to compile any performance information contained within ICJI's internal subgrantee files.

For each of the eleven grant assessments completed, CCJR examined (1) the flow of relevant federal funds to ICJI for the past five to ten years; (2) the amount of those funds expended by ICJI each year; (3) the itemized allocation of those funds by ICJI to the relevant Indiana subgrantees for the two most recent years; and (4) selected case studies of individual subgrantees. Each grant assessment concluded with a set of recommendations concerning fiscal/budgetary matters, grant management by ICJI, program evaluation issues, performance reporting requirements, subgrantee grant applications, and subgrantee service delivery.

To complete the assessments, CCJR used a general methodology that included review of federal funding reports, internal ICJI subgrant information, subgrantee grant applications, and annual and semi-annual subgrantee reports. There were two primary sources of data on funds: National Institute of Justice and Bureau of Justice Assistance federal funds flows to states (this included both NIJ and ICJI reports), and internal ICJI subgrant allocations and expenditure reports (drawn from ICJI subgrantee control spreadsheets). Case studies of ICJI subgrantees used a set of uniform guidelines for case study data (see Appendix 4). Primary sources of case study data were subgrantee files (from ICJI grant applications detail) and regular fiscal and performance reports submitted by subgrantees.

This is the final report of this series, and concludes the ICJI grant assessment project. After this introductory page, the ICJI Grant Assessments Synthesis Report includes the following sections:

1. Listing of grant assessment reports, their dates of completion, and the time periods covered by each of the individual assessments (Table 1 and Figure 1).
2. Summary of ICJI grant program investments across the two operating periods, categorized by ICJI division and Indiana county. This section includes maps that show the relationship between the aggregate levels of ICJI grant investments in those counties and selected 2005 Uniform Crime Report and domestic violence indicators by county (Tables 2, 3, 4 and Maps 1 and 2).
3. Summary of major cross-cutting recommendations. These 20 recommendations can generally be applied to all ICJI grant programs.
4. Appendix 1: Detailed county investments by grant program, two operating periods.
5. Appendix 2: Case study listings, by divisions and grant programs.
6. Appendix 3: Compendium of full recommendations by division and program.
7. Appendix 4: Case study methodology guidelines.



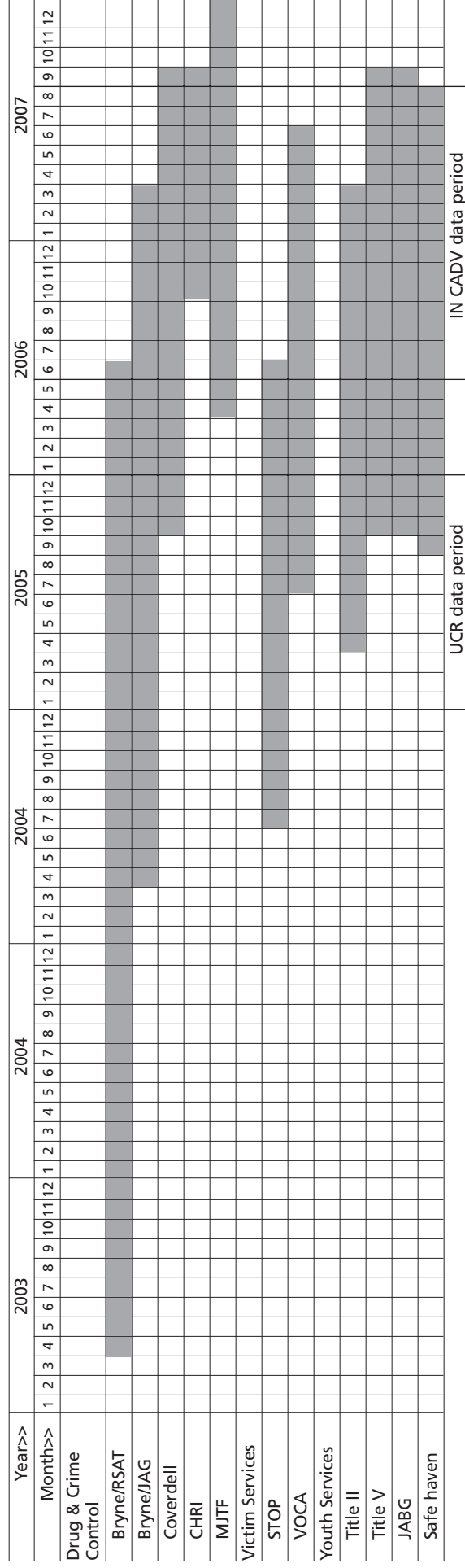
Table 1: ICJI grant assessments by CCJR, final production dates

Submission date	Report	Divisions	Global stats?	Workgroup	Case studies
15-Jun-06	RSAT & Byrne substance abuse treatment programs in correctional facilities	Drug & Crime Control	No	Nunn, Newby	8
2-Oct-06	Byrne/JAG non-MJTF drug courts, prosecution and law enforcement	Drug & Crime Control	No	Stucky, Newby, Nunn	10
8-Dec-06	STOP victim programs	Victim Services	Yes	Brown, Garcia, Newby, Nunn	6
19-Mar-07	Coverdell Forensic Sciences	Drug & Crime Control	No	Newby	4
12-Apr-07	Juvenile Title II formula grants	Youth Services	No	Jarjoura, Thelin	12
23-Aug-07	VOCA programs	Victim Services	Yes	Brown, Garcia, Newby, Thelin, Nunn	12
25-Aug-07	Criminal history records programs (NCHIP & CHRI)	Drug & Crime Control	No	Newby	4
9-Nov-07	Title V community planning grants	Youth Services	No	Jarjoura, Thelin	5
19-Nov-07	Byrne/JAG MJTF only	Drug & Crime Control	Yes	Newby, Stucky, Nunn	12
8-Feb-08	Juvenile Accountability Block Grants	Youth Services	No	Jarjoura, Thelin	6
31-Mar-08	Safe Haven	Youth Services	No	Sapp, Thelin	10

Notes:

Global stats = Annual or semiannual performance reports were available in or put into electronic form, and statistics for all subgrantees were produced.

Figure 1: Time periods covered by ICJI grant assessments



Notes:

UCR = Uniform Crime Reports, 2005

IN CADV = Indiana Coalition Against Domestic Violence, 2006

**Table 2:** Total grant investments by Drug and Crime Control Division, two operating periods

	Drug & Crime Control investments					
	First Operating Period		Second Operating Period		Total > two periods	
	County	N Amount	N Amount	N Amount	N Amount	N Amount
Adams	0	\$15,350	0	\$6,474	0	\$21,824
Allen	0	\$0	1	\$162,453	1	\$162,453
Bartholomew	0	\$0	0	\$0	0	\$0
Benton	0	\$18,857	0	\$6,474	0	\$25,330
Blackford	0	\$40,080	0	\$12,947	0	\$53,027
Boone	0	\$33,000	0	\$15,611	0	\$48,611
Brown	0	\$27,971	0	\$0	0	\$27,971
Carroll	0	\$43,875	1	\$10,000	1	\$53,875
Cass	1	\$43,875	0	\$0	1	\$43,875
Clark	2	\$90,212	1	\$103,500	3	\$193,712
Clay	0	\$0	0	\$0	0	\$0
Clinton	0	\$34,750	0	\$12,788	0	\$47,538
Crawford	0	\$0	0	\$0	0	\$0
Daviess	0	\$0	0	\$0	0	\$0
Dearborn	0	\$0	0	\$0	0	\$0
Decatur	0	\$0	0	\$0	0	\$0
DeKalb	1	\$7,500	1	\$3,237	2	\$10,737
Delaware	2	\$84,950	1	\$15,268	3	\$100,218
Dubois	0	\$0	1	\$57,731	1	\$57,731
Elkhart	0	\$0	0	\$0	0	\$0
Fayette	1	\$8,000	0	\$0	1	\$8,000
Floyd	2	\$129,692	0	\$0	2	\$129,692
Fountain	0	\$0	0	\$0	0	\$0
Franklin	0	\$0	0	\$0	0	\$0
Fulton	0	\$0	0	\$0	0	\$0
Gibson	0	\$0	0	\$0	0	\$0
Grant	1	\$30,312	1	\$19,421	2	\$49,733
Greene	0	\$27,971	0	\$0	0	\$27,971
Hamilton	1	\$164,242	1	\$63,084	2	\$227,325
Hancock	1	\$242,884	0	\$47,473	1	\$290,357
Harrison	1	\$140,473	1	\$42,750	2	\$183,223
Hendricks	1	\$10,000	1	\$5,179	2	\$15,179
Henry	1	\$39,243	1	\$19,421	2	\$58,664
Howard	2	\$76,475	0	\$0	2	\$76,475
Huntington	0	\$0	0	\$0	0	\$0
Jackson	0	\$0	0	\$0	0	\$0
Jasper	0	\$18,857	0	\$6,474	0	\$25,330
Jay	0	\$40,080	0	\$12,947	0	\$53,027
Jefferson	0	\$0	0	\$0	0	\$0
Jennings	0	\$0	0	\$0	0	\$0
Johnson	1	\$158,693	2	\$128,680	3	\$287,373
Knox	0	\$0	0	\$0	0	\$0
Kosciusko	1	\$24,237	0	\$0	1	\$24,237
LaGrange	0	\$7,500	0	\$3,237	0	\$10,737
Lake	0	\$0	0	\$0	0	\$0
LaPorte	0	\$0	0	\$0	0	\$0
Lawrence	0	\$27,971	1	\$114,660	1	\$142,631

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Table 2: (continued from previous page)

	Drug & Crime Control investments					
	First Operating Period		Second Operating Period		Total > two periods	
County	N	Amount	N	Amount	N	Amount
Madison	0	\$84,950	1	\$236,343	1	\$321,293
Marion	14	\$4,019,385	19	\$4,324,082	33	\$8,343,466
Marshall	0	\$0	0	\$0	0	\$0
Martin	0	\$0	0	\$0	0	\$0
Miami	0	\$76,475	0	\$0	0	\$76,475
Monroe	3	\$193,252	2	\$220,566	5	\$413,818
Montgomery	0	\$0	0	\$0	0	\$0
Morgan	0	\$10,000	0	\$5,179	0	\$15,179
Newton	0	\$18,857	0	\$6,474	0	\$25,330
Noble	0	\$7,500	0	\$3,237	0	\$10,737
Ohio	0	\$0	0	\$0	0	\$0
Orange	0	\$0	0	\$0	0	\$0
Owen	0	\$10,000	0	\$5,179	0	\$15,179
Parke	0	\$0	1	\$58,256	1	\$58,256
Perry	0	\$0	0	\$0	0	\$0
Pike	0	\$0	0	\$0	0	\$0
Porter	0	\$0	0	\$0	0	\$0
Posey	0	\$0	0	\$0	0	\$0
Pulaski	0	\$43,875	0	\$0	0	\$43,875
Putnam	0	\$10,000	0	\$5,179	0	\$15,179
Randolph	1	\$40,080	1	\$12,947	2	\$53,027
Ripley	0	\$0	0	\$0	0	\$0
Rush	0	\$8,000	0	\$0	0	\$8,000
Scott	0	\$0	1	\$42,750	1	\$42,750
Shelby	0	\$8,000	0	\$0	0	\$8,000
Spencer	0	\$0	0	\$0	0	\$0
St. Joseph	0	\$0	1	\$150,331	1	\$150,331
Starke	1	\$15,026	0	\$0	1	\$15,026
Steuben	0	\$7,500	0	\$3,237	0	\$10,737
Sullivan	0	\$0	0	\$0	0	\$0
Switzerland	0	\$0	0	\$0	0	\$0
Tippecanoe	2	\$152,750	2	\$105,498	4	\$258,248
Tipton	0	\$0	0	\$0	0	\$0
Union	0	\$0	0	\$0	0	\$0
Vanderburgh	3	\$187,556	2	\$131,106	5	\$318,661
Vermillion	0	\$78,083	0	\$0	0	\$78,083
Vigo	1	\$78,083	1	\$102,868	2	\$180,951
Wabash	0	\$30,312	0	\$19,421	0	\$49,733
Warren	1	\$18,857	2	\$50,318	3	\$69,174
Warrick	0	\$107,768	1	\$228,943	1	\$336,710
Washington	1	\$40,000	1	\$40,000	2	\$80,000
Wayne	0	\$39,243	0	\$19,421	0	\$58,664
Wells	2	\$15,350	1	\$6,474	3	\$21,824
White	0	\$43,875	0	\$0	0	\$43,875
Whitley	0	\$24,237	0	\$0	0	\$24,237
Total	49	\$6,956,056	50	\$6,647,611	99	\$13,603,667

Note:

Some counties might not have received MJTF grants but were part of a MJTF service area.
Operating periods are not identical for all DCC program assessments.



Table 3: Total grant investments by Victim Services Division, two operating periods

	Victim Services investments					
	First Operating Period		Second Operating Period		Total > two periods	
County	N	Amount	N	Amount	N	Amount
Adams	3	\$30,235	3	\$35,296	6	\$65,531
Allen	10	\$554,572	10	\$533,481	20	\$1,088,053
Bartholomew	6	\$160,773	6	\$194,388	12	\$355,161
Benton	0	\$0	0	\$0	0	\$0
Blackford	1	\$23,391	1	\$23,391	2	\$46,782
Boone	2	\$50,735	2	\$50,735	4	\$101,470
Brown	2	\$96,772	2	\$91,290	4	\$188,062
Carroll	1	\$30,351	0	\$0	1	\$30,351
Cass	2	\$40,892	2	\$40,892	4	\$81,784
Clark	4	\$117,003	5	\$213,401	9	\$330,404
Clay	2	\$56,292	2	\$54,623	4	\$110,915
Clinton	0	\$0	0	\$0	0	\$0
Crawford	2	\$45,904	1	\$32,714	3	\$78,618
Daviess	0	\$0	0	\$0	0	\$0
Dearborn	0	\$0	1	\$34,865	1	\$34,865
Dearborn/Ohio	3	\$146,769	1	\$71,171	4	\$217,940
Decatur	0	\$0	0	\$0	0	\$0
DeKalb	0	\$0	0	\$0	0	\$0
Delaware	3	\$186,426	3	\$170,617	6	\$357,043
Dubois	2	\$112,716	2	\$112,716	4	\$225,432
Elkhart	6	\$287,523	6	\$270,883	12	\$558,406
Fayette	2	\$98,348	1	\$79,650	3	\$177,998
Floyd	4	\$188,697	4	\$106,177	8	\$294,874
Fountain	0	\$0	0	\$0	0	\$0
Franklin	1	\$4,924	1	\$7,500	2	\$12,424
Fulton	0	\$0	0	\$0	0	\$0
Gibson	4	\$51,123	3	\$47,314	7	\$98,437
Grant	7	\$246,218	7	\$246,150	14	\$492,368
Greene	1	\$15,580	1	\$10,474	2	\$26,054
Hamilton	2	\$127,266	3	\$152,266	5	\$279,532
Hancock	1	\$91,293	1	\$77,800	2	\$169,093
Harrison	1	\$25,050	1	\$25,050	2	\$50,100
Hendricks	5	\$128,461	4	\$168,279	9	\$296,740
Henry	1	\$54,404	1	\$42,605	2	\$97,009
Howard	2	\$48,603	3	\$76,259	5	\$124,862
Huntington	0	\$0	0	\$0	0	\$0
Jackson	1	\$38,709	1	\$38,709	2	\$77,418
Jasper	2	\$43,361	2	\$39,726	4	\$83,087
Jay	1	\$23,683	1	\$23,683	2	\$47,366
Jefferson	0	\$0	1	\$27,565	1	\$27,565
Jennings	2	\$19,421	2	\$28,158	4	\$47,579
Johnson	4	\$134,372	2	\$92,106	6	\$226,478
Knox	3	\$70,547	2	\$44,707	5	\$115,254
Kosciusko	7	\$157,259	6	\$148,330	13	\$305,589
LaGrange	2	\$60,130	2	\$60,327	4	\$120,457
Lake	4	\$222,658	4	\$225,625	8	\$448,283
LaPorte	5	\$202,819	6	\$223,766	11	\$426,585
Lawrence	1	\$29,150	1	\$29,100	2	\$58,250

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Table 3: (continued from previous page)

	Victim Services investments					
	First Operating Period		Second Operating Period		Total > two periods	
County	N	Amount	N	Amount	N	Amount
Madison	9	\$376,257	10	\$393,534	19	\$769,791
Marion	28	\$1,973,953	32	\$1,926,473	60	\$3,900,426
Marshall	0	\$0	1	\$14,208	1	\$14,208
Martin	1	\$12,500	1	\$12,500	2	\$25,000
Miami	1	\$36,382	1	\$36,382	2	\$72,764
Monroe	8	\$224,787	8	\$224,005	16	\$448,792
Montgomery	0	\$0	0	\$0	0	\$0
Morgan	2	\$50,172	2	\$47,695	4	\$97,867
Newton	0	\$0	0	\$0	0	\$0
Noble	1	\$31,303	1	\$31,303	2	\$62,606
Ohio	0	\$0	0	\$0	0	\$0
Orange	0	\$0	0	\$0	0	\$0
Owen	0	\$0	0	\$0	0	\$0
Parke	1	\$36,550	1	\$33,600	2	\$70,150
Perry	1	\$32,000	1	\$32,000	2	\$64,000
Pike	1	\$15,282	1	\$14,966	2	\$30,248
Porter	6	\$213,131	7	\$243,747	13	\$456,878
Posey	1	\$19,700	1	\$19,700	2	\$39,400
Pulaski	1	\$30,231	1	\$30,231	2	\$60,462
Putnam	3	\$74,246	3	\$84,129	6	\$158,375
Randolph	2	\$73,680	3	\$90,004	5	\$163,684
Ripley	2	\$94,461	2	\$94,461	4	\$188,922
Rush	1	\$23,320	1	\$23,320	2	\$46,640
Scott	1	\$15,329	1	\$22,000	2	\$37,329
Shelby	1	\$15,477	1	\$15,477	2	\$30,954
Spencer	1	\$20,000	1	\$20,000	2	\$40,000
St. Joseph	8	\$468,784	8	\$435,906	16	\$904,690
Starke	1	\$22,734	1	\$22,734	2	\$45,468
Steuben	4	\$81,822	4	\$82,463	8	\$164,285
Sullivan	1	\$20,159	1	\$20,159	2	\$40,318
Switzerland	0	\$0	0	\$0	0	\$0
Tippecanoe	3	\$109,167	3	\$110,339	6	\$219,506
Tipton	0	\$0	0	\$0	0	\$0
Union	0	\$0	0	\$0	0	\$0
Vanderburgh	7	\$389,709	7	\$394,877	14	\$784,586
Vermillion	1	\$22,120	1	\$17,120	2	\$39,240
Vigo	5	\$182,995	4	\$182,995	9	\$365,990
Wabash	2	\$46,601	2	\$46,595	4	\$93,196
Warren	0	\$0	0	\$0	0	\$0
Warrick	2	\$34,862	2	\$34,481	4	\$69,343
Washington	2	\$250,548	2	\$251,969	4	\$502,517
Wayne	2	\$88,123	2	\$88,123	4	\$176,246
Wells	0	\$0	0	\$0	0	\$0
White	0	\$0	0	\$0	0	\$0
Whitley	1	\$17,048	1	\$17,048	2	\$34,096
Total	223	\$9,125,863	225	\$9,066,333	448	\$18,192,196

Note:
Operating periods are not identical for all VS program assessments.



Table 4: Total grant investments by Youth Services Division, two operating periods

	Youth Services investments					
	First Operating Period		Second Operating Period		Total > two periods	
County	N	Amount	N	Amount	N	Amount
Adams	3	\$6,881	0	\$0	3	\$6,881
Allen	8	\$181,400	5	\$153,776	13	\$335,176
Bartholomew	3	\$37,504	3	\$86,064	6	\$123,568
Benton	1	\$1,940	0	\$0	1	\$1,940
Blackford	0	\$0	0	\$0	0	\$0
Boone	3	\$19,935	2	\$9,459	5	\$29,394
Brown	0	\$0	0	\$0	0	\$0
Carroll	0	\$0	0	\$0	0	\$0
Cass	3	\$14,121	1	\$15,072	4	\$29,193
Clark	4	\$51,730	2	\$28,413	6	\$80,143
Clay	1	\$9,649	1	\$10,000	2	\$19,649
Clinton	3	\$10,673	2	\$10,927	5	\$21,600
Crawford	2	\$50,631	2	\$23,416	4	\$74,046
Daviess	3	\$7,554	1	\$3,000	4	\$10,554
Dearborn	2	\$9,482	3	\$42,860	5	\$52,342
Decatur	2	\$8,827	0	\$0	2	\$8,827
DeKalb	1	\$8,578	2	\$24,077	3	\$32,656
Delaware	6	\$9,296	1	\$11,535	7	\$20,831
Dubois	4	\$7,381	0	\$0	4	\$7,381
Elkhart	8	\$75,531	2	\$43,151	10	\$118,683
Fayette	1	\$7,083	1	\$5,000	2	\$12,083
Floyd	3	\$95,242	3	\$63,376	6	\$158,618
Fountain	2	\$3,845	0	\$0	2	\$3,845
Franklin	2	\$5,859	0	\$0	2	\$5,859
Fulton	1	\$1,712	0	\$0	1	\$1,712
Gibson	2	\$5,651	0	\$0	2	\$5,651
Grant	2	\$12,895	1	\$13,500	3	\$26,395
Greene	3	\$6,973	3	\$33,015	6	\$39,988
Hamilton	7	\$106,416	4	\$63,442	11	\$169,857
Hancock	3	\$9,774	2	\$24,666	5	\$34,439
Harrison	0	\$0	0	\$20,000	0	\$20,000
Hendricks	6	\$34,258	2	\$23,001	8	\$57,259
Henry	5	\$36,708	1	\$3,100	6	\$39,808
Howard	5	\$26,236	3	\$29,450	8	\$55,686
Huntington	1	\$12,944	0	\$0	1	\$12,944
Jackson	3	\$9,249	1	\$4,611	4	\$13,861
Jasper	2	\$8,711	1	\$8,744	3	\$17,454
Jay	1	\$2,305	0	\$0	1	\$2,305
Jefferson	2	\$4,741	0	\$0	2	\$4,741
Jennings	1	\$5,730	0	\$0	1	\$5,730
Johnson	6	\$45,408	3	\$61,381	9	\$106,789
Knox	1	\$1,363	0	\$0	1	\$1,363
Kosciusko	4	\$13,172	1	\$4,500	5	\$17,672
LaGrange	2	\$8,146	2	\$29,647	4	\$37,793
Lake	18	\$154,120	10	\$142,685	28	\$296,805
LaPorte	6	\$29,021	4	\$27,553	10	\$56,573
Lawrence	3	\$28,336	2	\$69,536	5	\$97,872

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Table 4: (continued from previous page)

	Youth Services investments					
	First Operating Period		Second Operating Period		Total > two periods	
County	N	Amount	N	Amount	N	Amount
Madison	7	\$78,672	3	\$88,533	10	\$167,205
Marion	19	\$908,199	15	\$779,547	34	\$1,687,745
Marshall	3	\$3,611	1	\$5,197	4	\$8,808
Martin	1	\$2,197	0	\$0	1	\$2,197
Miami	3	\$1,795	1	\$1,750	4	\$3,545
Monroe	3	\$49,577	5	\$177,036	8	\$226,612
Montgomery	4	\$24,391	3	\$46,190	7	\$70,581
Morgan	3	\$21,406	3	\$20,300	6	\$41,706
Newton	2	\$3,639	1	\$8,048	3	\$11,687
Noble	3	\$16,061	4	\$47,207	7	\$63,267
Ohio	0	\$0	2	\$13,800	2	\$13,800
Orange	4	\$64,902	5	\$92,441	9	\$157,343
Out-of-state	1	\$42,229	0	\$0	1	\$42,229
Owen	1	\$4,772	1	\$11,265	2	\$16,036
Parke	2	\$3,180	1	\$2,000	3	\$5,180
Perry	3	\$55,400	1	\$51,500	4	\$106,900
Pike	1	\$4,251	1	\$3,982	2	\$8,233
Porter	7	\$166,845	3	\$33,475	10	\$200,319
Posey	1	\$1,605	1	\$10,443	2	\$12,049
Pulaski	2	\$4,710	1	\$20,000	3	\$24,710
Putnam	4	\$12,291	3	\$34,930	7	\$47,221
Randolph	5	\$5,280	1	\$4,454	6	\$9,734
Ripley	2	\$3,741	1	\$3,164	3	\$6,905
Rush	1	\$5,408	2	\$28,879	3	\$34,287
Scott	1	\$5,838	1	\$3,290	2	\$9,128
Shelby	4	\$28,458	1	\$20,010	5	\$48,468
Spencer	2	\$6,226	1	\$1,660	3	\$7,886
St. Joseph	5	\$59,309	5	\$106,617	10	\$165,926
Starke	4	\$7,754	3	\$41,500	7	\$49,254
State (ICJI)	1	\$104,212	1	\$131,020	2	\$235,232
Steuben	2	\$4,621	2	\$19,728	4	\$24,349
Sullivan	2	\$1,991	1	\$3,699	3	\$5,690
Switzerland	0	\$0	0	\$0	0	\$0
Tippecanoe	5	\$144,369	4	\$122,781	9	\$267,150
Tipton	1	\$2,097	1	\$1,500	2	\$3,597
Union	0	\$0	0	\$0	0	\$0
Vanderburgh	6	\$109,680	2	\$84,513	8	\$194,193
Vermillion	1	\$1,689	0	\$0	1	\$1,689
Vigo	1	\$8,178	2	\$25,802	3	\$33,980
Wabash	3	\$7,377	2	\$18,344	5	\$25,721
Warren	1	\$2,815	1	\$20,000	2	\$22,815
Warrick	1	\$18,907	0	\$0	1	\$18,907
Washington	3	\$9,051	1	\$47,085	4	\$56,136
Wayne	5	\$85,019	4	\$81,139	9	\$166,158
Wells	3	\$6,779	1	\$5,738	4	\$12,517
White	2	\$5,235	1	\$11,283	3	\$16,518
Whitley	0	\$0	1	\$20,000	1	\$20,000
Total	279	\$3,290,778	160	\$3,338,805	439	\$6,629,583

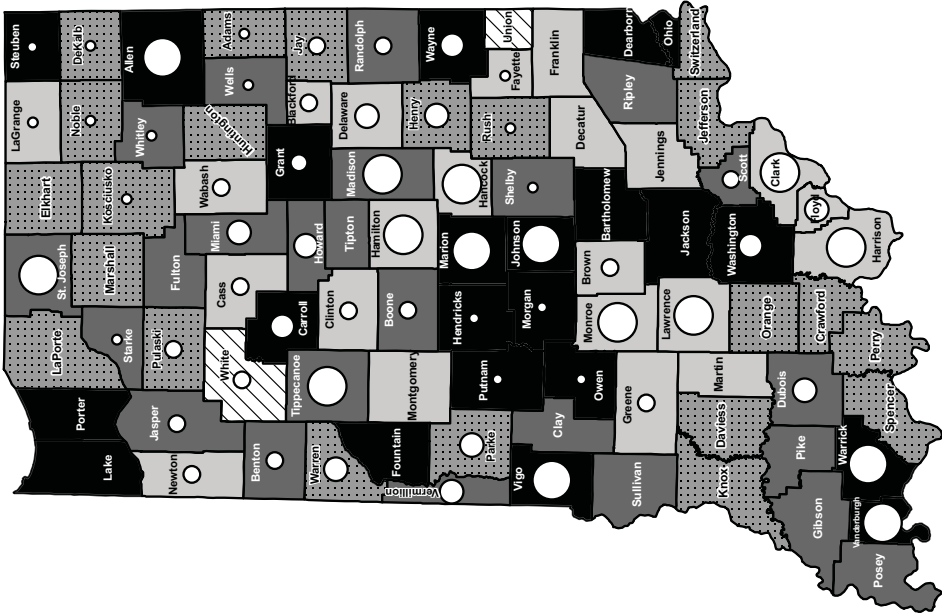
Note:

Operating periods are not identical for all YS program assessments.

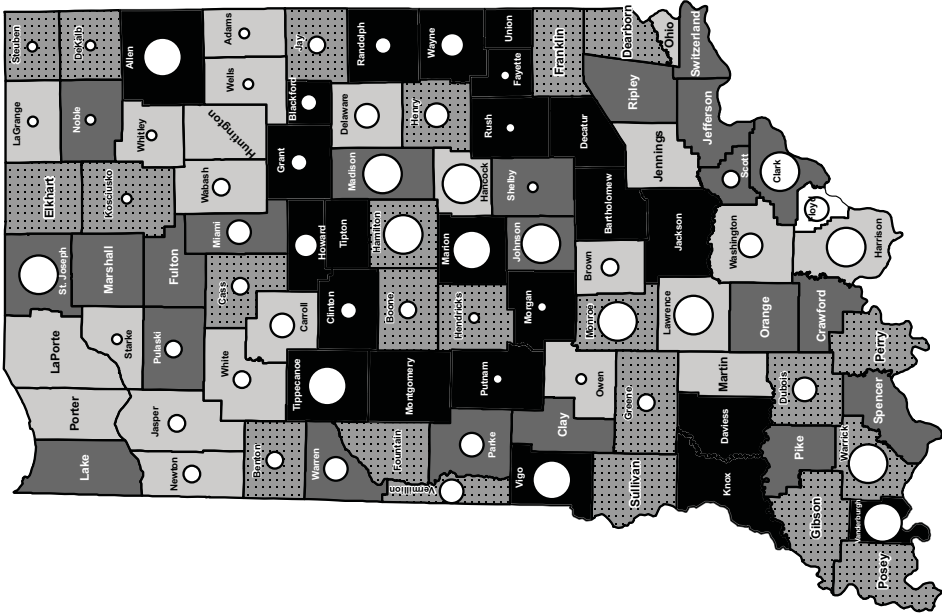
10

Map 1: UCR 2005 arrest rates for violent crime and drug offenses per 10,000 population and ICJ Drug & Crime Control (DCC) division grant funding by county

A. Violent (V) crime arrest rates and DCC funding



B. Drug (D) crime arrest rates and DCC funding



Sources: FBI, UCR 2005 (violent and drug crime arrest rates); ICJ, Drug and Crime Division (funding); Stats Indiana (2005 population estimates)

Notes: 1. Funding data is sum of grants awarded to counties from five different grant programs during two grant periods; grant periods are one year in length and range from 2004-2005 to 2007-2008.

2. Funding is based on the county that received the grant for four of the five grant programs and on counties served by the grant for the other program (grants to Multi-Jurisdictional Task Forces).

3. Funding percentiles are based on counties that received funding; counties not receiving funding are excluded.

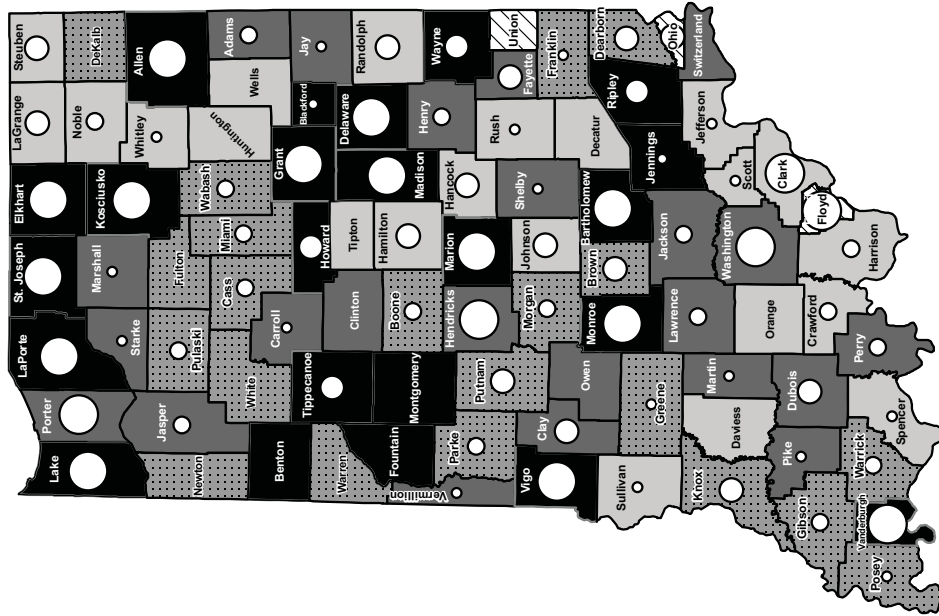
4. Due to ties in values and/or an odd number of data observations, percentiles do not always divide observations into expected intervals (i.e., 25 percent of observations may not fall below the 25th percentile).

5. Violent crimes include: homicide, aggravated assault, rape, and robbery.

6. Drug crimes include the selling/manufacturing or possessing/using of opium or cocaine (or derivatives), marijuana, synthetic narcotics, or dangerous non-narcotic drugs.

Map 2: Domestic violence need indicators and UCR 2005 juvenile arrest rates per 10,000 population and ICI Youth Services (YS) and Victim Services (VS) divisions grant funding by county

A: Adults and children served (rate) in emergency (E) shelters, 7/2006 - 7/2007, and VS funding



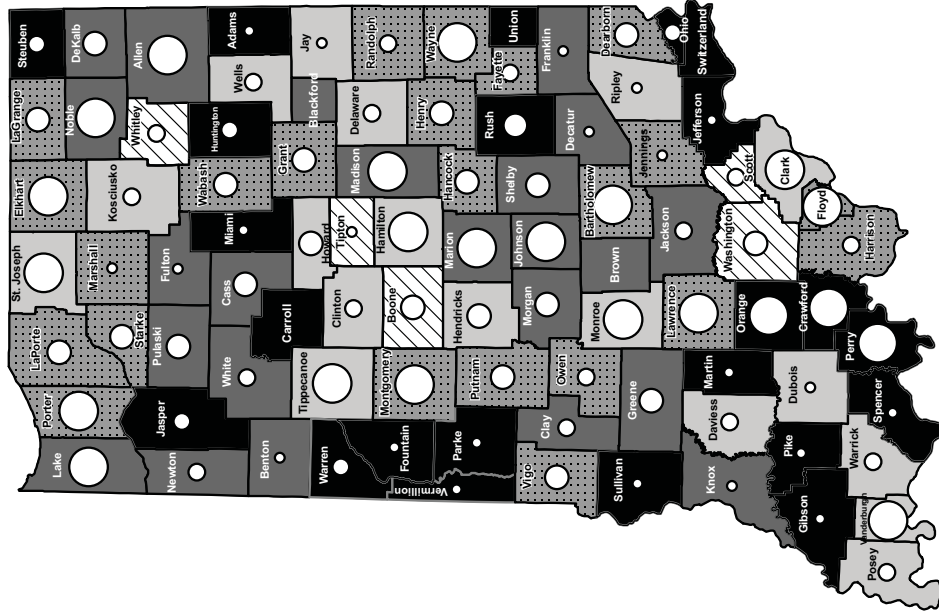
Victim Services Funding

- 25th percentile (\$48,209)
- 50th percentile (\$105,220)
- 75th percentile (\$291,039)
- > 75th percentile

Indicator Rate Percentiles

- ▨ No shelter admits or no juvenile arrests
- ▨ 25th percentile (E, 3.2; J, 14.7)
- ▨ 50th percentile (E, 5.0; J, 48.7)
- ▨ 75th percentile (E, 8.0; J, 206.8)
- ▨ > 75th percentile

B: Juvenile (J) arrest rates and YS funding



Youth Services Funding

- 25th percentile (\$8,978)
- 50th percentile (\$24,349)
- 75th percentile (\$60,263)
- > 75th percentile

Sources: FBI, UCR 2005 (juvenile arrest rates); ICI, Youth and Victims Divisions (funding); Indiana Coalition Against Domestic Violence (emergency shelter admits); Stats Indiana (population estimates; 2005 used for juvenile arrests, 2006 used for emergency shelter admits)

Notes: 1. Funding data is sum of grants awarded to counties from two Victims Division grant programs and four Youth Division grant programs during two grant periods; grant periods are generally one year in length and range from 2004-2005 to 2006-2007.

2. Funding is based on county that received grants not county(ies) served by grant; in many cases grants serve multiple counties.

3. Funding percentiles are based on counties that received funding; counties not receiving funding are excluded.

4. Juvenile arrests include arrests for UCR Part I and Part II offenses (including curfew and runaway offenses).





SUMMARY OF ICJI GRANT ASSESSMENT RECOMMENDATIONS

Fiscal and Budgetary

1. The *burn rate* (i.e., actual spending) of program expenditures varied across subgrantees. Efforts should be made to **expend all funds during the grant period** or some explanation should be given as to why funds could not be expended. Shortfalls in one year's spending should be recognized and carried over into subsequent grant awards
2. **The timing of the grants** creates difficulties for programs in terms of their ability to deliver a full-year program in the twelve months allotted. ICJI should complete the grant application and review process as quickly as possible so that programs have sufficient notice to be able to begin their projects on the first day funding is available
3. **More strategic use of federal revenue streams. Coordinate funding decisions for all ICJI grants** in the state. Certain jurisdictions receive direct allocations (e.g., JAG, JABG, Coverdell). ICJI is encouraged to take a more directive role in the funding process to set guidelines on the kinds of projects to be funded by ICJI. Set priorities for the kinds of programming ICJI wants implemented in those jurisdictions.
4. **Require detailed budget and sustainability plans.** Most proposals lacked sustainability plans to secure long term funding. ICJI should consider **requiring subgrantees to offer a detailed overall budget including other sources of funding.** There should be a better description of the overall budget for programs, including other sources of funding and how ICJI funding fits in this larger picture. Subgrantees should outline steps for securing future alternate funding as well as progress toward this goal. When outside contractors are used, ICJI should require inclusion of the contractor's budget so efficiency assessments can be conducted. This would include asking for asset seizure/forfeiture data from MJTFs.

Grant Management by ICJI

5. **Use of mandatory subgrantee training sessions for programs.** Technical assistance should be provided to the grantees to build their **performance measurement and evaluation capacity.** Subjects in training session could include: (a) **Model pre/post assessments** for training sessions; (b) Simple **pre-post survey forms** for various aspects of subgrantee production; (c) Developing **university internship/volunteers** to help subgrantees, (d) how to build **problem statements using local stats**; (e) how to **access and utilize data on local statistics**; (f) using currently generated statistics to **forecast future service needs**; (g) best practices in revising/improving goals, objectives, and performance measures; (h) development and measurement of appropriate outputs/outcomes; and, (i) ways to develop performance metrics and collect data necessary to assess program impacts
6. **Site visits are needed** to verify and describe the current supply of criminal justice services provided by ICJI subgrantees or their contractors
7. **Full submission of required reports.** ICJI should consider developing **sanctions for subgrantees who fail to submit timely, accurate progress reports** with sufficient detail on program activities. Many subgrantees fail to submit the required reports, and some provide incomplete reports with little documentation of program activities or impacts. These reports are necessary for assessing program activities and performance. Regular follow-up will be required by ICJI staff to ensure information from reports are submitted in a more timely fashion.
8. There is no mechanism in the current reporting **structure for documenting that any changes in productivity were achieved from previous years.** ICJI should provide a reporting mechanism for assessing whether subgrantees met other goals besides levels



of, e.g., seizures, arrests, convictions, victims served, etc. New forms require only quantitative data and so **the story of how programs are operating** and why or why not they are meeting their objectives is missing from progress reports. ICJI could revise the new forms to provide careful instructions and to allow for **qualitative information on the operation of the project**

9. **Accountability for project goals and objectives.** Programs frequently identify goals and objectives and then never report on those measures throughout the year. Often, once awarded, there is minimal attention to the achievement of goals and objectives. ICJI should work with subgrantees to **revise and improve goals, objectives, and performance measures as a condition of funding**. If subgrantees receive fewer dollars than requested, they should submit amended goals and objectives. ICJI program managers could create a sample set of “exemplar” grant applications, and provide those to subgrantees so that they understand the level of detail needed for a quality application.
10. **If multi-county MJTF’s maintain funding**, several performance reporting issues arise.
 - A. Consider revising the Performance Report so that **case and arrest/conviction metrics are collected for cohorts** rather than on a rolling basis; and that arrest/conviction demographic data and **arrest/conviction offense type data** are reported for the **most serious offense**.
 - B. Several of the **metrics need to be reported more carefully**. Examples to correct include (1) reported case totals not matching the sum of case subsets, (2) reported arrests, charges, and conviction totals not matching the sum of drug and non-drug subsets for each category, and (3) the number of convicted persons for violent drug offenses only being greater than the number of criminal offenses individuals were convicted of. ICJI should also consider whether metrics should be collected on the fruitfulness of various assistance to task forces (i.e., search warrants, confidential informants, citizen tips, police calls of suspected drug-related activity). **Clearer instructions would likely reduce inconsistencies in reporting**.
 - C. The method used to calculate the value of street drugs is non-uniform across MJTFs. Because the street value of drug seizures is sometimes used as a comparative yardstick, ICJI should **clarify the procedure for reporting the street value of drugs** so that estimates provided by all MJTF’s are developed in a consistent manner and can be directly compared.
 - D. The current quarterly report structure does not permit **unique reporting of those arrested and convictions by demographics (age, race/ethnicity, and gender) across all types of drugs**. To clarify how many unique offenders are being processed, the quarterly performance report form should be modified to report the total numbers of arrests and convictions by age, race/ethnicity, and gender across all drug types.
 - E. MJTF-reported **gang data are unreliable because of non-uniform interpretations of gang involvement** across MJTFs. If ICJI believes that funded MJTFs should be asked to report this information, ICJI should consider revising the metrics to clearly define involvement level criteria, and whether or how to code MJTF incidents in terms of gang-related measures.

Subgrantee Applications

11. **Incorporating more data and information into problem descriptions.** ICJI should require **evidence-driven documentation of problems**, as well as sources of any



empirical data presented as proof of the problem. Grant applicants should explain **cause-effect relationships** to justify the grant, and provide a rationale for why this program, unit, or service is expected to impact target phenomena. Programmatic causal linkages should be stated explicitly. Problem statements should describe the operating logic of the program. As support for problem statements, it would be helpful to see **specific local statistics for targeted problems.** Incorporating this data into problem descriptions would provide a more complete and compelling perspective of the problem. Grant applicants should expand documentation of need beyond simply including prior performance, and offer independent measures of the scope of local criminal justice problems. Subgrantees should offer a detailed explanation and concrete description of core program elements and implementation strategy. ICJI might consider providing brief primers on how to build strong problem statements using local statistics.

12. Subgrantees that continue to receive funding should **report data over time regarding the services that have been provided.** Grants are awarded for multi-year periods or in multiple years to subgrantees, but applications do not reflect evolution of the multi-year nature of projects. Subgrantees should report previous years' activities, reflect on progress, and demonstrate a performance record. When projects are awarded continuation funding, there should be **evidence programs did what they planned to do, achieved proposed outcomes, and spent the money awarded.** There is only a weak connection between subgrantee performance in one year and the same subgrantee's success in securing more funding in subsequent years.

Performance Evaluation and Reporting

13. All **subgrantees should conduct some form of self-evaluation.** This requires specific project performance metrics that subgrantees should/must report each year. Subgrantees should propose and **report project specific performance metrics.** They should be required to **measure whether their program is doing what they claim it is doing.** In final progress reports, subgrantees should provide a definitive statement about **whether program tasks and activities were completed, and whether program objectives and goals were achieved.** Subgrantees often checked boxes indicating they would **collect data on client satisfaction,** but no subgrantee reported results of these efforts. Subgrantees often noted they would **use surveys to assess satisfaction and performance,** but none reported results. Simple pre-post survey forms could be provided by ICJI. The subgrantee should note whether the program completed its activities, and accomplished the goals/objectives explained in its application.
14. **Focus on using existing data to measure the outputs and outcomes of programs.** There are existing sources of data capable of better describing the outputs and outcomes of selected ICJI-funded programs. For example, Indiana DOC substance abuse management system (SAMS) data could be used to compile substance abuse profiles of incoming inmates, and to track performance of treatment programs; victim services outputs/outcomes among subgrantees can be compared; and MJTF's can be compared. Comparisons among subgrantees operating in similar program areas could be valuable. For instance, there could be a stronger focus on measures of relapse/recidivism, including identification of agencies responsible for collecting and analyzing data on post-release drug and crime involvement. Or grant recipients could be required to produce metrics that describe the impact of aftercare.
15. **Definition of performance report terms.** Subgrantees need to describe the services they deliver or the clients they serve in accurate and specific ways. Subgrantees find the options provided in the report form are insufficient—many subgrantees wrote in



the “other” section things that could not easily be collapsed into discrete categories, and for several metrics there are large proportions of “other” or unknown categories. Subgrantees report a “type of service”—but there is no discussion of what that entails. For example, when there is phone contact or follow-up contact what does that mean? The larger problem is that current performance reporting provides little information about the context or quality of services. Model pre/post assessment forms, and instructions on how to complete them fully, could be developed by ICJI for subgrantees.

16. **Various ICJI-administered funding streams attack substance abuse issues, and these approaches should be coordinated.** How are the goals and objectives of MJTF’s, county drug and alcohol courts, and substance abuse treatment services alike and how are they different? Programs fund drug law enforcement, which is likely to increase the volume of drug offenders passed to the prosecutorial and court systems. Drug courts are funded to help keep up with increased volume of drug offenders. RSAT supplies drug treatment programs in jails and prisons. The programs profiled here seemed to establish working drug courts, although most documented the enforcement and monitoring aspects of programs more fully than treatment aspects. Information on the range of treatment services should be made available as well as whether they are actually being used by program participants.
17. ICJI should consider **reviewing selected components of programs such as written products of subgrantees or grantee-provided training.** There should be **assessments (e.g., pre/post-tests) of the effects of written products.** Attention should also focus on evaluating the **training impacts of programs delivered by subgrantees**—that is, whether they are working or not. When subgrantees conduct community presentations and educational sessions, they should get feedback about how useful these sessions are, and solicit how such sessions could be improved.
18. **Better performance measures.** ICJI should capture information from individual programs on their performance measures. These data should be maintained at ICJI so that there is **data on the performance of the grants to document the impact of funding for the state and to inform criminal justice planning and policy making.** Databases describing outputs (e.g., successful graduates of therapeutic communities) and outcomes (e.g., lower recidivism among RSAT graduates) should be developed and maintained to examine performance.

Subgrantee Service Delivery

19. Findings from the geographical analysis suggest that ICJI should **consider a targeted approach to helping underserved areas in the state to build local programs in several criminal justice areas** (e.g., domestic violence, juvenile programs). ICJI could identify counties with high need (based on, for example, county level incident rates) that have not previously applied for appropriate funding streams. ICJI could then solicit specialized grant applications from high demand counties.
20. **Provide greater attention to program implementation and monitoring of outcomes.** Project goals should be tied to project outcomes. Where many subgrantees appear to struggle was in **proposing outcomes in measurable terms.** Most subgrantees reported on activities without attention to proposed outcomes. ICJI should **monitor program outcomes** to ensure subgrantees are on track to meet objectives and gauge whether results are in line with expected outcomes.



Appendix 1:

Detailed county investments by grant program, two operating periods

Appendix 1A: ICJI Drug and Crime Control Grant Awards, by total investment over two operating periods

	Byrne and JAG (Drug Court, Prosecution, and Law Enforcement)							Coverdell						CJRI (Set Aside)						MJTF						RSAT									
County	2005-06 Operating Period			2006-07 Operating Period			% of Total	2005-06 Operating Period			2006-07 Operating Period			% of Total	2005-06 Operating Period			2006-07 Operating Period			% of Total	2005-06 Operating Period			2006-07 Operating Period			% of Total	2005-06 Operating Period			2006-07 Operating Period			% of Total
	N	Amount	% of Total	N	Amount	% of Total		N	Amount	% of Total	N	Amount	% of Total		N	Amount	% of Total	N	Amount	% of Total		N	Amount	% of Total	N	Amount	% of Total		N	Amount	% of Total	N	Amount	% of Total	
Adams	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Allen	0	\$0	0.0	1	\$162,453	4.6	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Bartholomew	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Benton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Blackford	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Boone	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Brown	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Carroll	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Cass	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Clark	2	\$90,212	3.9	1	\$103,500	3.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Clay	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Clinton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Crawford	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Daviess	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Dearborn	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Decatur	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
DeKalb	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Delaware	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Dubois	0	\$0	0.0	1	\$57,731	1.6	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Elkhart	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Fayette	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Floyd	1	\$31,969	1.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Fountain	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Franklin	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Fulton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Gibson	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Grant	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Greene	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Hamilton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Hancock	1	\$111,642	4.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Harrison	1	\$42,750	1.8	1	\$42,750	1.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Hendricks	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Henry	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Howard	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Huntington	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Jackson	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Jasper	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Jay	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Jefferson	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Jennings	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Johnson	1	\$158,693	6.8	2	\$128,680	3.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Knox	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0		
Kosciusko	0	\$0																																	

(continued on next page)

Appendix 1A: ICJI Drug and Crime Control Grant Awards, by total investment over two operating periods (continued from previous page)

Byrne and JAG (Drug Court, Prosecution, and Law Enforcement)				Coverdell				CJRI (Set Aside)				MJTF				RSAT			
2005-06 Operating Period				2005-06 Operating Period				2005-06 Operating Period				2005-06 Operating Period				2005-06 Operating Period			
County	N	Amount	% of Total	N	Amount	% of Total	% of Total	N	Amount	% of Total	% of Total	N	Amount	% of Total	% of Total	N	Amount	% of Total	% of Total
Lawrence	0	\$0	0.0	1	\$114,660	3.3	0	0	\$0	0.0	0	0	\$0	0.0	0	0	\$0	0.0	0
Madison	0	\$0	0.0	1	\$221,075	6.3	0	0	\$0	0.0	0	0	\$0	0.0	0	0	\$0	0.0	0
Marion	8	\$1,480,342	63.4	10	\$1,741,249	49.8	2	\$194,579	100.0	2	\$213,914	100.0	0	0	0	2	\$429,871	84.5	2
Marshall	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Martin	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Miami	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Monroe	1	\$165,281	7.1	1	\$151,492	4.3	0	0	\$0	0.0	0	0	1	\$69,074	13.6	2	\$27,971	1.3	0
Montgomery	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Morgan	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Newton	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Noble	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Ohio	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Orange	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Owen	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Parke	0	\$0	0.0	1	\$58,256	1.7	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Perry	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Pike	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Porter	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Posey	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Pulaski	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Putnam	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Randolph	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	1	\$40,080	1.8	1
Ripley	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Rush	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Scott	0	\$0	0.0	1	\$42,750	1.2	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Shelby	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Spencer	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
St. Joseph	0	\$0	0.0	1	\$150,331	4.3	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Starke	1	\$15,026	0.6	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Steuben	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Sullivan	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Switzerland	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Tippecanoe	1	\$118,000	5.1	1	\$92,710	2.6	0	0	\$0	0.0	0	0	0	\$0	0.0	1	\$34,750	1.6	1
Tipton	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Union	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Vanderburgh	1	\$79,788	3.4	1	\$95,393	2.7	0	0	\$0	0.0	0	0	0	\$0	0.0	2	\$107,768	4.8	1
Vermillion	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Vigo	0	\$0	0.0	1	\$102,868	2.9	0	0	\$0	0.0	0	0	0	\$0	0.0	1	\$78,083	3.5	0
Wabash	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Warren	0	\$0	0.0	1	\$193,230	5.5	0	0	\$0	0.0	0	0	0	\$0	0.0	1	\$18,857	0.8	1
Warrick	0	\$0	0.0	1	\$40,000	1.1	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Wayne	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Wells	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	2	\$15,350	0.7	1
White	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Whitley	0	\$0	0.0	0	\$0	0.0	0	0	\$0	0.0	0	0	0	\$0	0.0	0	\$0	0.0	0
Total	19	\$2,333,703	100.0	27	\$3,499,128	100.0	2	\$194,579	100.0	2	\$213,914	100.0	0	0	0	4	\$508,945	100.0	26
% of total counties receiving funds			12.0			18.5			1.1					0.0			3.3		54.3
																			33.7
																			1.1
																			2.2

Note: Assessment operating periods vary across funding streams.



Appendix 1B: ICJI Victim Services Grant Awards, by total investment over two operating periods

County	STOP						VOCA					
	2004-05 Operating Period			2005-06 Operating Period			2005-06 Operating Period			2006-07 Operating Period		
	N	Amount	Total	N	Amount	Total	N	Amount	Total	N	Amount	Total
Adams	1	\$7,711	0.3	1	\$7,500	0.3	2	\$22,524	0.3	2	\$27,796	0.4
Allen	4	\$309,538	13.7	4	\$264,616	12.3	6	\$245,034	3.6	6	\$268,865	3.9
Bartholomew	0	\$0	0.0	0	\$0	0.0	6	\$160,773	2.3	6	\$194,388	2.8
Benton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Blackford	0	\$0	0.0	0	\$0	0.0	1	\$23,391	0.3	1	\$23,391	0.3
Boone	1	\$23,235	1.0	1	\$23,235	1.1	1	\$27,500	0.4	1	\$27,500	0.4
Brown	0	\$0	0.0	0	\$0	0.0	2	\$96,772	1.4	2	\$91,290	1.3
Carroll	0	\$0	0.0	0	\$0	0.0	1	\$30,351	0.4	0	\$0	0.0
Cass	1	\$17,152	0.8	1	\$17,152	0.8	1	\$23,740	0.3	1	\$23,740	0.3
Clark	3	\$89,602	4.0	3	\$89,602	4.2	1	\$27,401	0.4	2	\$123,799	1.8
Clay	1	\$24,142	1.1	1	\$24,142	1.1	1	\$32,150	0.5	1	\$30,481	0.4
Clinton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Crawford	1	\$17,324	0.8	0	\$0	0.0	1	\$28,580	0.4	1	\$32,714	0.5
Daviess	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Dearborn	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$34,865	0.5
Dearborn/Ohio	0	\$0	0.0	0	\$0	0.0	3	\$146,769	2.1	1	\$71,171	1.0
Decatur	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
DeKalb	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Delaware	1	\$36,650	1.6	1	\$26,750	1.2	2	\$149,776	2.2	2	\$143,867	2.1
Dubois	0	\$0	0.0	0	\$0	0.0	2	\$112,716	1.6	2	\$112,716	1.6
Elkhart	1	\$37,828	1.7	1	\$26,828	1.3	5	\$249,695	3.6	5	\$244,055	3.5
Fayette	1	\$17,848	0.8	0	\$0	0.0	1	\$80,500	1.2	1	\$79,650	1.2
Floyd	1	\$31,899	1.4	2	\$49,149	2.3	3	\$156,798	2.3	2	\$57,028	0.8
Fountain	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Franklin	0	\$0	0.0	0	\$0	0.0	1	\$4,924	0.1	1	\$7,500	0.1
Fulton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Gibson	3	\$19,843	0.9	2	\$15,814	0.7	1	\$31,280	0.5	1	\$31,500	0.5
Grant	2	\$69,057	3.1	2	\$69,057	3.2	5	\$177,161	2.6	5	\$177,093	2.6
Greene	0	\$0	0.0	0	\$0	0.0	1	\$15,580	0.2	1	\$10,474	0.2
Hamilton	1	\$38,784	1.7	1	\$38,784	1.8	1	\$88,482	1.3	2	\$113,482	1.6
Hancock	1	\$91,293	4.0	1	\$77,800	3.6	0	\$0	0.0	0	\$0	0.0
Harrison	1	\$25,050	1.1	1	\$25,050	1.2	0	\$0	0.0	0	\$0	0.0
Hendricks	2	\$57,651	2.6	2	\$57,652	2.7	3	\$70,810	1.0	2	\$110,627	1.6
Henry	0	\$0	0.0	0	\$0	0.0	1	\$54,404	0.8	1	\$42,605	0.6
Howard	1	\$26,876	1.2	2	\$54,376	2.5	1	\$21,727	0.3	1	\$21,883	0.3
Huntington	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Jackson	0	\$0	0.0	0	\$0	0.0	1	\$38,709	0.6	1	\$38,709	0.6
Jasper	0	\$0	0.0	0	\$0	0.0	2	\$43,361	0.6	2	\$39,726	0.6
Jay	0	\$0	0.0	0	\$0	0.0	1	\$23,683	0.3	1	\$23,683	0.3
Jefferson	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$27,565	0.4
Jennings	0	\$0	0.0	0	\$0	0.0	2	\$19,421	0.3	2	\$28,158	0.4
Johnson	1	\$34,960	1.6	1	\$34,960	1.6	3	\$99,412	1.4	1	\$57,146	0.8
Knox	0	\$0	0.0	0	\$0	0.0	3	\$70,547	1.0	2	\$44,707	0.6
Kosciusko	2	\$32,554	1.4	1	\$21,840	1.0	5	\$124,705	1.8	5	\$126,490	1.8
LaGrange	0	\$0	0.0	0	\$0	0.0	2	\$60,130	0.9	2	\$60,327	0.9
Lake	1	\$19,660	0.9	1	\$19,660	0.9	3	\$202,998	3.0	3	\$205,965	3.0
LaPorte	1	\$19,347	0.9	1	\$19,347	0.9	4	\$183,472	2.7	5	\$204,419	3.0
Lawrence	0	\$0	0.0	0	\$0	0.0	1	\$29,150	0.4	1	\$29,100	0.4

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Appendix 1B: (continued from previous page)

County	STOP						VOCA					
	2004-05 Operating Period			2005-06 Operating Period			2005-06 Operating Period			2006-07 Operating Period		
	N	Amount	Total	N	Amount	Total	N	Amount	Total	N	Amount	Total
Madison	3	\$70,340	3.1	4	\$87,617	4.1	6	\$305,917	4.5	6	\$305,917	4.4
Marion	8	\$420,294	18.6	8	\$405,090	18.9	20	\$1,553,659	22.6	24	\$1,521,383	22.0
Marshall	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$14,208	0.2
Martin	0	\$0	0.0	0	\$0	0.0	1	\$12,500	0.2	1	\$12,500	0.2
Miami	0	\$0	0.0	0	\$0	0.0	1	\$36,382	0.5	1	\$36,382	0.5
Monroe	1	\$20,980	0.9	1	\$20,980	1.0	7	\$203,807	3.0	7	\$203,025	2.9
Montgomery	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Morgan	1	\$18,339	0.8	1	\$18,339	0.9	1	\$31,833	0.5	1	\$29,356	0.4
Newton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Noble	1	\$31,303	1.4	1	\$31,303	1.5	0	\$0	0.0	0	\$0	0.0
Ohio	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Orange	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Owen	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Parke	0	\$0	0.0	0	\$0	0.0	1	\$36,550	0.5	1	\$33,600	0.5
Perry	0	\$0	0.0	0	\$0	0.0	1	\$32,000	0.5	1	\$32,000	0.5
Pike	0	\$0	0.0	0	\$0	0.0	1	\$15,282	0.2	1	\$14,966	0.2
Porter	3	\$74,869	3.3	3	\$81,026	3.8	3	\$138,262	2.0	4	\$162,721	2.4
Posey	0	\$0	0.0	0	\$0	0.0	1	\$19,700	0.3	1	\$19,700	0.3
Pulaski	0	\$0	0.0	0	\$0	0.0	1	\$30,231	0.4	1	\$30,231	0.4
Putnam	2	\$43,368	1.9	1	\$28,403	1.3	1	\$30,878	0.4	2	\$55,726	0.8
Randolph	1	\$29,260	1.3	1	\$29,260	1.4	1	\$44,420	0.6	2	\$60,744	0.9
Ripley	0	\$0	0.0	0	\$0	0.0	2	\$94,461	1.4	2	\$94,461	1.4
Rush	0	\$0	0.0	0	\$0	0.0	1	\$23,320	0.3	1	\$23,320	0.3
Scott	1	\$15,329	0.7	1	\$22,000	1.0	0	\$0	0.0	0	\$0	0.0
Shelby	0	\$0	0.0	0	\$0	0.0	1	\$15,477	0.2	1	\$15,477	0.2
Spencer	0	\$0	0.0	0	\$0	0.0	1	\$20,000	0.3	1	\$20,000	0.3
St. Joseph	3	\$260,726	11.6	3	\$227,848	10.6	5	\$208,058	3.0	5	\$208,058	3.0
Starke	0	\$0	0.0	0	\$0	0.0	1	\$22,734	0.3	1	\$22,734	0.3
Steuben	3	\$69,746	3.1	3	\$70,387	3.3	1	\$12,076	0.2	1	\$12,076	0.2
Sullivan	0	\$0	0.0	0	\$0	0.0	1	\$20,159	0.3	1	\$20,159	0.3
Switzerland	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Tippecanoe	0	\$0	0.0	0	\$0	0.0	3	\$109,167	1.6	3	\$110,339	1.6
Tipton	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Union	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Vanderburgh	3	\$100,164	4.4	3	\$105,332	4.9	4	\$289,545	4.2	4	\$289,545	4.2
Vermillion	0	\$0	0.0	0	\$0	0.0	1	\$22,120	0.3	1	\$17,120	0.2
Vigo	1	\$7,977	0.4	1	\$7,977	0.4	4	\$175,018	2.5	3	\$175,018	2.5
Wabash	0	\$0	0.0	0	\$0	0.0	2	\$46,601	0.7	2	\$46,595	0.7
Warren	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Warrick	1	\$10,696	0.5	1	\$10,315	0.5	1	\$24,166	0.4	1	\$24,166	0.3
Washington	1	\$33,960	1.5	1	\$35,381	1.6	1	\$216,588	3.2	1	\$216,588	3.1
Wayne	0	\$0	0.0	0	\$0	0.0	2	\$88,123	1.3	2	\$88,123	1.3
Wells	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
White	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Whitley	0	\$0	0.0	0	\$0	0.0	1	\$17,048	0.2	1	\$17,048	0.2
Total	65	\$2,255,355	100.0	63	\$2,144,572	100.0	158	\$6,870,508	100.0	162	\$6,921,761	100.0
% of total counties receiving funds			40.2			66.3			71.7			73.9

*Assessment operating periods vary across funding streams.

**Information is based on the county(ies) that received the grant; some grants served other counties as well.

Appendix 1C: ICI Youth Services Grant Awards, by total investment over two operating periods

County	Safe Haven						Title II						Title V						JABG					
	2005-06 Operating Period			2006-07 Operating Period			2005-06 Operating Period			2006-07 Operating Period			2005-06 Operating Period			2006-07 Operating Period			2005-06 Operating Period			2006-07 Operating Period		
	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total
Adams	3	\$6,881	0.5	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Allen	4	\$37,244	2.8	3	\$39,779	3.0	2	\$29,804	2.4	0	\$0	0.0	1	\$76,946	25.6	1	\$79,946	26.3	1	\$37,406	8.5	1	\$34,051	4.2
Bartholomew	2	\$13,929	1.1	1	\$31,753	2.4	1	\$23,575	1.9	1	\$46,841	5.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$7,470	0.9
Benton	1	\$1,940	0.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Blackford	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Boone	3	\$19,935	1.5	2	\$9,459	0.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Brown	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Carroll	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Cass	3	\$14,121	1.1	1	\$15,072	1.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Clark	3	\$17,040	1.3	1	\$8,413	0.6	1	\$34,690	2.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Clay	1	\$9,649	0.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$10,000	1.2
Clinton	3	\$10,673	0.8	2	\$10,927	0.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Crawford	1	\$3,546	0.3	1	\$3,416	0.3	1	\$47,085	3.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Davess	3	\$7,554	0.6	1	\$3,000	0.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Dearborn	2	\$9,482	0.7	2	\$22,860	1.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Decatur	2	\$8,827	0.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
DeKalb	1	\$8,578	0.7	2	\$24,077	1.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Delaware	6	\$9,296	0.7	1	\$11,535	0.9	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Dubois	4	\$7,381	0.6	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Elkhart	6	\$28,323	2.2	1	\$15,941	1.2	1	\$27,210	2.2	1	\$27,210	3.1	0	\$0	0.0	0	\$0	0.0	1	\$19,998	4.6	0	\$0	0.0
Fayette	1	\$7,083	0.5	1	\$5,000	0.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Floyd	1	\$23,376	1.8	1	\$23,376	1.7	2	\$71,866	5.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	2	\$40,000	4.9
Fountain	2	\$3,845	0.3	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Franklin	2	\$5,859	0.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Fulton	1	\$1,712	0.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Gibson	2	\$5,651	0.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Grant	2	\$12,895	1.0	1	\$13,500	1.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Greene	3	\$6,973	0.5	2	\$13,015	1.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Hamilton	5	\$59,446	4.5	3	\$47,892	3.6	1	\$26,970	2.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	4.6	1	\$15,550	1.9
Hancock	3	\$9,774	0.7	1	\$7,866	0.6	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$16,800	2.1
Harrison	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Hendricks	6	\$34,258	2.6	2	\$23,001	1.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Henry	4	\$14,005	1.1	1	\$3,100	0.2	1	\$22,703	1.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Howard	5	\$26,236	2.0	2	\$9,450	0.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Huntington	1	\$12,944	1.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Jackson	3	\$9,249	0.7	1	\$4,611	0.3	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Jasper	2	\$8,711	0.7	1	\$9,744	0.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Jay	1	\$2,305	0.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Jefferson	2	\$4,741	0.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Jennings	1	\$5,730	0.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Johnson	5	\$25,408	1.9	2	\$41,381	3.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	4.6	1	\$20,000	2.4
Knox	1	\$1,363	0.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Kosciusko	4	\$13,172	1.0	1	\$4,500	0.3	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
LaGrange	2	\$8,146	0.6	1	\$9,647	0.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Lake	17	\$108,132	8.2	9	\$108,051	8.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$45,988	10.5	1	\$34,634	4.2
LaPorte	5	\$9,021	0.7	3	\$7,553	0.6	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	4.6	1	\$20,000	2.4
Lawrence	2	\$4,761	0.4	1	\$19,929	1.5	1	\$23,575	1.9	1	\$49,607	5.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0

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Appendix 1C: (continued from previous page)

County	Safe Haven						Title II						Title V						JABG					
	2005-06 Operating Period			2006-07 Operating Period			2005-06 Operating Period			2006-07 Operating Period			2005-06 Operating Period			2006-07 Operating Period			2005-06 Operating Period			2006-07 Operating Period		
	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total	N	Amount	% of Total
Madison	5	\$18,672	1.4	2	\$13,029	1.0	1	\$40,000	3.2	1	\$75,504	8.6	0	\$0	0.0	0	\$0	0.0	1	\$20,000	4.6	0	\$0	0.0
Marion	10	\$168,706	12.8	7	\$200,756	14.9	8	\$544,745	44.1	6	\$364,589	41.7	0	\$0	0.0	0	\$0	0.0	1	\$194,748	44.4	2	\$214,202	26.2
Marshall	3	\$3,611	0.3	1	\$5,197	0.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Martin	1	\$2,197	0.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Miami	3	\$1,795	0.1	1	\$1,750	0.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Monroe	1	\$5,649	0.4	2	\$14,480	1.1	1	\$23,928	1.9	1	\$122,583	14.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	4.6	2	\$39,973	4.9
Montgomery	3	\$3,040	0.2	1	\$2,905	0.2	1	\$21,351	1.7	1	\$28,285	3.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$15,000	1.8
Morgan	3	\$21,406	1.6	3	\$20,300	1.5	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Newton	2	\$3,639	0.3	1	\$8,048	0.6	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Noble	3	\$16,061	1.2	3	\$27,207	2.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Ohio	0	\$0	0.0	1	\$3,300	0.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$10,500	1.3
Orange	3	\$7,083	0.5	3	\$14,622	1.1	0	\$0	0.0	0	\$0	0.0	1	\$57,819	19.2	1	\$57,819	19.0	0	\$0	0.0	1	\$20,000	2.4
Out-of-state	0	0	0.0	0	0	0.0	1	\$42,229	3.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Owen	1	\$4,772	0.4	1	\$11,265	0.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Parke	2	\$3,180	0.2	1	\$2,000	0.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Perry	2	\$3,900	0.3	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$51,500	17.1	1	\$51,500	16.9	0	\$0	0.0	0	\$0	0.0
Pike	1	\$4,251	0.3	1	\$3,982	0.3	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Porter	4	\$29,099	2.2	3	\$33,475	2.5	2	\$117,746	9.5	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	4.6	0	\$0	0.0
Posey	1	\$1,605	0.1	1	\$10,443	0.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Pulaski	2	\$4,710	0.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Putnam	4	\$12,291	0.9	2	\$14,930	1.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Randolph	5	\$5,280	0.4	1	\$4,454	0.3	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Ripley	2	\$3,741	0.3	1	\$3,164	0.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Rush	1	\$5,408	0.4	1	\$8,894	0.7	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$19,985	2.4
Scott	1	\$5,838	0.4	1	\$3,290	0.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Shelby	3	\$8,448	0.6	0	\$0	0.0	1	\$20,010	1.6	1	\$20,010	2.3	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Spencer	2	\$6,226	0.5	1	\$1,660	0.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
St. Joseph	5	\$59,309	4.5	4	\$71,617	5.3	0	\$0	0.0	1	\$35,000	4.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Starke	3	\$3,254	0.2	1	\$5,000	0.4	1	\$4,500	0.4	1	\$18,500	2.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$18,000	2.2
State (ICIJ)	1	\$104,212	7.9	1	\$131,020	9.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Steuben	2	\$4,621	0.4	2	\$19,728	1.5	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Sullivan	2	\$1,991	0.2	1	\$3,699	0.3	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Switzerland	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Tippecanoe	2	\$25,669	1.9	3	\$72,781	5.4	2	\$68,700	5.6	0	\$0	0.0	1	\$50,000	16.6	1	\$50,000	16.4	0	\$0	0.0	0	\$0	0.0
Tipton	1	\$2,097	0.2	1	\$1,500	0.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Union	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Vanderburgh	2	\$45,502	3.5	1	\$45,113	3.4	3	\$43,412	3.5	1	\$39,400	4.5	0	\$0	0.0	0	\$0	0.0	1	\$20,766	4.7	0	\$0	0.0
Vermillion	1	\$1,689	0.1	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Vigo	1	\$8,178	0.6	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	2	\$25,802	3.2
Wabash	3	\$7,377	0.6	1	\$3,344	0.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$15,000	1.8
Warren	1	\$2,815	0.2	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Warrick	1	\$18,907	1.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Washington	3	\$9,051	0.7	0	\$0	0.0	0	\$0	0.0	1	\$47,085	5.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Wayne	4	\$20,284	1.5	3	\$16,404	1.2	0	\$0	0.0	0	\$0	0.0	1	\$64,735	21.5	1	\$64,735	21.3	0	\$0	0.0	0	\$0	0.0
Wells	3	\$6,779	0.5	1	\$5,738	0.4	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
White	2	\$5,235	0.4	1	\$11,283	0.8	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0
Whitley	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	0	\$0	0.0	1	\$20,000	2.4
Total	236	\$1,316,773	100.0	110	\$1,343,224	100.0	32	\$1,234,099	100.0	17	\$874,614	100.0	0	\$301,000	100.0	0	\$304,000	100.0	11	\$438,906	100.0	33	\$816,967	100.0
% of total counties receiving funds			91.3			67.4			19.6			13.0			5.4			5.4			12.0			32.6

Note: Assessment operating periods vary across funding streams.





Appendix 2:

Case study listings, by divisions and grant programs

Appendix 2A: Drug & Crime Control Division Case Studies by Program Area

Subgrantee	Grant Number	Federal Award Amounts	Counties Served	Project Title	Rating
Byrne/JAG					
Clark County Adult Felony Drug Court Clark Superior Court II	04-DB-007 05-DJ-002	\$56,012 \$103,500	Clark	Adult Felony Drug Court Program Drug Court Program	average
Marion County Superior Court	04-DB-029 05-DJ-005	\$288,530 \$345,383	Marion	Marion County Adult Felony Drug Court	above average
Tippecanoe County Superior Court II Tippecanoe County Government	04-DB-039 05-DJ-009	\$118,000 \$92,710	Tippecanoe	Tippecanoe County Juvenile Drug Treatment Court	above average
Vanderburgh Superior Court Vanderburgh County Board of Commissioners	04-DB-041 05-DJ-010	\$79,788 \$95,393	Vanderburgh	Vanderburgh County Day Reporting Drug Court	below average
Marion County Superior Court	04-DB-030 05-DJ-029	\$620,477 \$352,035	Marion	Marion County Superior Court Young Offenders Grant	below average
Marion County Public Defender Agency	04-DB-028 05-DJ-014	\$115,000 \$139,263	Marion	Forensic Diversion: Alternatives to Incarceration	average
Harrison County Prosecutor	04-DB-014 04-DB-060	\$42,750 \$42,750	Harrison	Harrison County Drug Prosecution	below average
Washington County Prosecutor	04-DB-044 04-DB-059	\$40,000 \$40,000	Washington	Prosecution of Drug Crimes in Washington County	below average
Indiana Public Defender Council	04-DB-017 05-DJ-016	\$193,294 \$90,000	Statewide	Forensic Diversion Defender Performance Improvement Project	below average
Johnson/Marion County Regional Gang Interdiction Program	04-DB-020 04-DB-057 05-DJ-064	\$158,693 \$80,279 \$48,401	Johnson/Marion	Regional Gang Interdiction Program	below average
Multi-jurisdictional (Drug) Task Forces					
Bi-State Drug Task Force	05-DJ-022 06-DJ-027	\$75,426 \$25,894	Warren/Benton/ Newton/Jasper	Methamphetamine and marijuana focus	below average
Detect Drug Task Force	03-DB-064 05-DJ-069 06-DJ-029	\$18,500 \$12,200 \$12,947	Adams/Wells	No specific drug priority	below average
Hamilton/Boone County Drug Task Force	03-DJ-061 05-DJ-066	\$66,000 \$31,221	Hamilton/Boone	No specific drug priority	above average
Henry/Wayne County Area Drug Task Force	04-DB-050 05-DJ-031	\$78,489 \$191,469	Henry/Wayne	Prescription drug abuse and marijuana problem	average
Indiana Multi-Agency Group Enforcement (IMAGE) Drug Task Force	05-DJ-023 06-DJ-030	\$30,000 \$12,947	DeKalb/LaGrange/ Noble/Steuben	No specific drug priority	average
Joint Effort Against Narcotics	03-DB-067 06-DJ-028	\$60,624 \$77,684	Grant/Wabash	Cocaine/crack, marijuana, and methamphetamine focus	average
Metropolitan Drug Task Force	03-DB-063 05-DJ-068 06-DJ-023	\$244,500 \$149,225 \$142,419	Marion/ Hamilton/ Hancock	Cocaine, marijuana, and methamphetamine problem	average
Multi-Agency Narcotics (Southwest) Drug Task Force	03-DB-062 05-DJ-067 06-DJ-033	\$130,135 \$85,400 \$71,425	Vanderburgh/ Warrick	Marijuana, cocaine, and methamphetamine focus	above average
Muncie/Anderson-Delaware/ Madison County Drug Task Force	04-DB-052 04-DJ-076 06-DJ-026	\$115,000 \$54,900 \$30,536	Delaware/ Madison	Cocaine, marijuana, methamph- etamine, hallucinogens, and illegal prescription drug use focus	above average
Tippecanoe/Clinton Drug Task Force	05-DJ-061 06-DJ-034	\$69,500 \$25,575	Tippecanoe/ Clinton	Cocaine, methamphetamine, and ecstasy focus	below average
Tri-County Drug Task Force	05-DJ-020 06-DJ-021	\$120,240 \$38,842	Randolph/Jay/ Blackford	Marijuana and methamphetamine problem	below average
United Drug Task Force	04-DB-051 06-DJ-024	\$50,000 \$25,894	Hendricks/Putnam/ Marion/Morgan/ Owen	Cocaine/crack, prescription drug abuse, marijuana, and metham- phetamine manufacture problem	below average
Coverdell					
Indiana State Police	05-FS-001 06-FS-001	\$129,720 \$128,348	Statewide	Firearms Backlog Reduction Pro- grams Lab Computerization and Accreditation	none assigned
Marion County Forensic Services Agency	05-FS-002 06-FS-002	\$64,859 \$85,566	Statewide	Firearms Backlog Reduction Programs Equipment Upgrade/Laboratory Information Management System Maintenance Agreement/ Site Assessment Project	none assigned
Criminal Justice Records Improvement Grants (Byrne Set-Aside)					
Indiana Department of Correction	03-DB-070	\$369,871	Statewide	Livescan Upgrade Project	none assigned
Monroe County Prosecutor's Office	02-DB-077	\$69,074	Monroe	Monroe County Prosecutor's Office Conversion to Proslink Project	none assigned
Indiana State Police	02-DB-076	\$60,000	Statewide	Indiana State Police Criminal History Records Improvement System	none assigned
Carroll County Sheriff's Department	03-DB-069	\$10,000	Carroll	Livescan Demographic Data Interface Software Project	none assigned
Substance Abuse Treatment Programs in Correctional Facilities: Residential Substance Abuse Treatment (RSAT) & Byrne Grants RSAT Grants					
IDOC	02-RT-001 03-RT-001	\$1,078,222 \$862,500		New Castle and Westville therapeutic communities	none assigned
Warren County Sheriff's Department	03-RT-002	\$43,844	Warren	Life Effectiveness Training (LET) substance abuse treatment program	none assigned
Marion County Community Corrections	03-RT-003	\$35,820	Marion	Rise to the Street/ LET partner	none assigned
Byrne Grants					
IDOC	02-DB-024 03-DB-022 04-DB-016	\$1,125,000 \$1,125,000 \$900,000		Infrastructure/Best practices	none assigned
Marion County Community Corrections	04-DB-025	\$88,076	Marion	LET substance abuse treatment program	none assigned

Appendix 2B: Victim Services Division Case Studies by Program Area

	Grant Number	Federal Award Amounts	Counties Served	Project Title	Rating
STOP					
Marion County Prosecutor's Office/ Indianapolis Police Department	04ST041 05ST038	\$32,694 \$32,694	Marion	The Julian Center Shelter's Resident Therapy Program	very strong
City of Anderson	04ST036 05ST060	\$87,028 \$100,915	Marion	The Indiana Coalition Against Domestic Violence Domestic Violence Training	"difficult to categorize as above average or strong"
Greenfield Police Department	04ST024 05ST021	\$91,293 \$77,800	Hancock	Greenfield Police Department Victim Assistance Program	"difficult to categorize as above average or strong"
City of Fort Wayne	04ST005 05ST003	\$233,709 \$188,635	Allen	Stop Domestic Violence ~ Specialized Units	none assigned
St. Joseph County Board of Commissioners	04ST053 05ST049	\$217,549 \$182,488	St. Joseph	Family Violence and Special Victims Unit	none assigned
Marion County Prosecutor's office/ Indianapolis Police Department	04ST062 05ST034	\$108,495 \$99,045	Marion	Protective Order Pro Bono Project (POPBP) of Greater Indianapolis	"difficult to categorize as above average or strong"
VOCA					
Marion County Prosecutor's Office	05VA089 06VA091	\$270,205 \$270,205	Marion	Victim Advocate Child Interviewer	average
Elkhart County Prosecutor	05VA151 06VA030	\$119,712 \$119,712	Elkhart	Victim Assistance Victim Assistance Program	above average
Madison County Prosecutor's Office	05VA081 06VA081	\$91,625 \$91,625	Madison	Madison County Victim Advocacy Program	average
Fort Wayne Police Department	05VA006 06VA006	\$64,307 \$70,617	Allen	Fort Wayne Police Department Victim Assistance Program	average
Community Justice Center	05VA080 04VA172	\$59,618 \$59,618	Madison, Huntington, Wells, DeKalb	Community Justice Center-- Mediation Department	above average
Marion County Prosecutor's Office	05VA160	\$195,577	Marion	Centers of Hope	average
St. Vincent Hospital	06VA095	\$34,612			
Hendricks County Division of Family & Children	05VA153	\$114,171	Hendricks	Hendricks County Child Abuse Treatment Program	above average
Indianapolis Institute for Families	06VA047	\$114,171		Child Abuse Treatment Project	
Washington County Commissioners	05VA138	\$216,588	Washington, Lawrence, Orange, Crawford, Harrison, Scott	Victim Assistance	above average
Hoosier Hills PACT	06VA152	\$216,588		Victim Services	
Marion County Health & Hospital Corporation	05VA092	\$175,534	Marion	Legacy House/ Safe Families	above average
Legacy House	06VA088	\$175,534		Legacy House Victim Services	
Gary Commission on the Status of Women	05VA067	\$107,193	Lake	Gary Commission on the Status of Women	above average
Gary Commission for Women	06VA070	\$107,193		Gary Commission for Women	
Muncie Police Department	05VA025	\$105,701	Delaware	Family Services of Delaware Co. -	below average
Family Services of Delaware County	06VA024	\$105,701		A Better Way Victim Assistance	
Department of Metropolitan Development	05VA127	\$84,508	Vanderburgh, Warrick, Posey	Victim Assistance Program	above average
Lampion Center	06VA142	\$84,508			

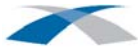
Appendix 2C: Youth Division Case Studies by Program Area

	Grant Number	Federal Award Amounts	Counties Served	Project Title	Rating
Juvenile Accountability Block Grants (JABG)					
Allen County Superior Court Family Relations Division	04-JB-001 05-JB-001	\$37,406 \$34,051	Allen	JABG Quest Grant	below average
Hamilton County Commissioners	04-JB-003 05-JB-006	\$20,000 \$15,550	Hamilton	Linking Early Adolescent Prevention Program (LEAPP)	below average
Lake County	04-JB-005 05-JB-012	\$45,988 \$34,634	Lake	JABG Enhancement Program	below average
LaPorte County Government/ Board of Commissioners	04-JB-006 05-JB-013	\$20,000 \$20,000	La Porte	Comprehensive Juvenile Accountability Program	average
Marion County Superior Court/ Marion County Justice Agency	04-JB-008 05-JB-014	\$194,748 \$194,202	Marion	Marion County JABG Project Round VII	below average
Monroe County Government	04-JB-009 05-JB-016	\$20,000 \$20,000	Monroe	Serious Habitual Offender Comprehensive Action Program	average
Safe Haven					
Center Grove Community School Corporation	05-SH-021 06-SH-006	\$4,420 \$25,920	Marion	Install modern security system to restrict unauthorized access to school buildings	below average
DeKalb County Central United School District	05-SH-040 06-SH-015	\$8,578 \$16,231	DeKalb	School safety enhanced through purchase of surveillance equipment; placement of a school resource officer; and training and certification in CPR	below average
Evansville-Vanderburgh School Corporation	05-SH-055 06-SH-025	\$45,112 \$45,113	Vanderburgh	Grant supports administration of a police liaison program within district high schools; funding for middle school music program; and expanded after-school programming at middle and elementary schools	average
Indianapolis Public Schools	05-SH-076 06-SH-032	\$41,863 \$65,694	Marion	A number of program activities to minimize the negative impacts of external factors on student academic performance	above average
Metropolitan School District of Washington Township	05-SH-104 06-SH-053	\$12,207 \$11,300	Marion	Before- and after-school programs for students in elementary and middle schools	average
North Lawrence Community Schools	05-SH-130 06-SH-063	\$520 \$19,929	Lawrence	Install video surveillance cameras	below average
Richmond Community Schools	05-SH-162 06-SH-077	\$12,056 \$11,754	Wayne	Develop staff training plans to improve upon emergency preparedness plans and to further assist school staff and public safety officials in responding to emergency situations	average
South Bend Community School Corporation	05-SH-182 06-SH-091	\$32,935 \$47,531	St. Joseph	Contribute to increased safety by providing a variety of before and after school programs	above average
Tippecanoe School Corporation	05-SH-206 06-SH-099	\$20,602 \$37,694	Tippecanoe	School security enhanced via placement of off-duty sheriff; support for Helpline; anti-bullying media materials; and upgrading security equipment	below average
Zionsville Community Schools	05-SH-234 06-SH-110	\$9,084 \$7,884	Boone	Accomplish increased safety through greater surveillance and school access control by installing touch pads and the provision of personnel and visitor identification tags	below average
Title II					
Boone County Circuit Court	04-JF-013 05-JF-004	\$100,255 \$142,722	Statewide	JJDP Act Compliance Monitoring	above average
Shelby County Commissioners	04-JF-022 05-JF-012	\$20,010 \$20,010	Shelby	Juvenile Intensive Supervision Program	below average
Elkhart County Board of Commissioners	04-JF-003 05-JF-008	\$27,210 \$27,210	Elkhart	Families and Schools Together/ Transitional Family Therapy/Guided Family Intervention Project	average
Marion Superior Court	04-JF-024 05-JF-011	\$44,189 \$49,189	Marion	Transitional Youth Services	below average
Marion County Juvenile Court	04-JF-004 05-JF-018	\$25,000 \$25,000	Marion	GAL/CASA Representation of Children in At-Risk Families	average
Boone County Circuit Court/ Johnson County Circuit Court	04-JF-014 05-JF-009	\$38,476 \$38,476	Marion	Indiana Juvenile Detention Association Training Project	average
Bartholomew County Youth Services	04-JF-030 05-JF-003	\$23,575 \$46,841	Bartholomew	Aftercare/Community Liaison	average
Lawrence County Probation Department	04-JF-031 05-JF-010	\$23,575 \$49,607	Lawrence	Juvenile Detention Center Alternative Program	below average
Montgomery County Commissioners	04-JF-032 05-JF-017	\$21,351 \$28,285	Montgomery	Probation Officer Funding	average
Anderson Community School Corporation/ Anderson Community Youth Services Center	04-JF-012 05-JF-002	\$40,000 \$75,504	Madison	School Support Services Program/Fresh Start (Restorative Reintegration of Suspended Youth)	below average
Boone County Circuit Court	04-JF-010 05-JF-005	\$138,810 \$101,702	Statewide	Youth Division/OJJDP Training & Technical Assistance	average
Crawford County Commissioners	04-JF-018 05-JF-007	\$47,085 \$47,085	Crawford	Day Reporting Program	average
Title V					
Allen Superior Court, Family Relations Division	04-JP-001 05-JP-001	\$76,946 \$79,946	Allen	Family Support Conferencing	average
Orange County Board of Commissioners	04-JP-002 05-JP-002	\$57,819 \$57,819	Orange	Behavior Monitoring & Reinforcement	average
Perry County	04-JP-003 05-JP-003	\$51,500 \$51,500	Perry	Early Risers' Skills for Success	average
Tippecanoe County	04-JP-005 05-JP-005	\$50,000 \$50,000	Tippecanoe	Healthy Children for Tippecanoe County	below average
Wayne County Commissioners	04-JP-005 05-JP-005	\$64,735 \$64,735	Wayne	Project Learn	average



Appendix 3:

Complete Summary of Recommendations from ICJI Grant Assessments



COMPLETE SUMMARY OF RECOMMENDATIONS FROM ICJI GRANT ASSESSMENTS

DRUGS AND CRIME CONTROL DIVISION

Byrne and RSAT substance abuse treatment programs in correctional facilities, April 2003 to June 2006

ICJI used Byrne AND RSAT funds to award substance abuse treatment grants to IDOC (five grants), the Warren County Sheriff's Office (one grant), and two grants to Marion County Community Corrections (MCCC). For the April 1, 2003, to June 30, 2006, period, these eight grants represented a \$5.26 million investment by ICJI in the operation and maintenance of substance abuse treatment programs in Indiana correctional facilities. Each of the eight grants were profiled in case studies.

Fiscal-Budgetary

1. Overall the burn rate (i.e., actual spending) of program expenditures lagged behind the supply of RSAT grants. One result of this is that ICJI has had to return federal funds because they found no outlet in Indiana substance abuse treatment programs. ICJI should **encourage subgrantees to expend the funds awarded in a timely manner.**
2. In an environment of steeply **declining federal RSAT allocations** to Indiana, future proposals for jail-based RSAT programs should be closely examined to be sure they comply with BJA guidelines.
3. To the extent outside contractors are used, ICJI should require **inclusion of the contractor's budget** so efficiency assessments can be conducted.

Grant management by ICJI

4. For these grants, RSAT subgrantees were completing Byrne grant applications for non-Byrne funds. ICJI should consider **designing application forms specifically for RSAT programs.**
5. **Site visits are needed** (e.g., annually) to verify and describe the current supply of substance abuse treatment services by either IDOC or other contractors. ICJI could use its internal staff or contractors.

Performance Reporting/Program Evaluation

6. Grant recipients should be required to produce **metrics that more precisely describe the impact of aftercare on clients.** For example, assessing the impact of the IDOC RSAT programs on graduates would require post-release information about re-offending or a return to substance abuse to present a true picture of program impacts.
7. ICJI should **require better measures of relapse and recidivism, including identification of agencies responsible for collecting and analyzing data on post-release drug and crime involvement.** These measures are needed for future evaluations.
8. Thought should be directed at using existing data to measure the outputs and outcomes of RSAT and Byrne grants. The **SAMS could be used to compile substance abuse profiles of incoming inmates, and to track performance of treatment programs.** For instance, if SAMS contains post-treatment drug screen results, it can be used to monitor overall treatment system performance.



Subgrantee Grant Application

9. Regarding problem statements, ICJI should **require evidence-driven documentation of problems**, as well as sources of any **empirical data presented as proof of the problem**. For example, IDOC should use **empirical information contained within its SAMS data to demonstrate need** for RSAT services.

Subgrantee Service Delivery

10. The shift from outside contractor to IDOC-produced therapeutic community (TC) services should be examined to assure quality of services is maintained. **Relational databases describing outputs (successful graduates of TCs) and outcomes (lower recidivism among RSAT TC graduates) should be developed** and maintained to examine performance of RSAT grant programs

Byrne/JAG/Drug court, Prosecution, and Law Enforcement grants , April 2005 to March 2007

The population of Byrne/JAG awards analyzed consisted of 19 grants during the 2005 operating period (April 1, 2005, to March 31, 2006) and 27 grants during the 2006 operating period (April 1, 2006, to March 31, 2007), reflecting only part of all Byrne/JAG awards made by ICJI (the remainder goes generally to multi-jurisdictional task forces). During the two operating periods, these 46 Byrne/JAG awards totaled about \$5.8 million, and were made to seven program categories: alternatives to incarceration, drug courts, education/training, law enforcement, prosecution, joint law enforcement/prosecution, and other. Drug courts and alternatives to incarceration were the dominant targets of grants, receiving about three-quarters of funds in both years. We examined ten case study grants from the 2005 operating period for which there was a subsequent JAG grant made for the 2006 period.

Fiscal-Budgetary

1. ICJI should **encourage subgrantees to expend awarded funds in a timely manner**. The *burn rate* (i.e., actual spending) of program expenditures varied across subgrantees. Efforts should be made to expend all funds during the grant period or some explanation as to why funds could not be expended should be given. **Shortfalls in one year's spending should be recognized and carried over into subsequent grant awards**. Regarding the rate of grant spending by subgrantees, ICJI has implemented new grant monitoring procedures for CY2006 awards that should lessen or eliminate the problem of subgrantees not spending all of their award within the grant operating period.
2. Subgrantees should report other grants received, and what role JAG funds play in replacing prior funding and funding the overall program. There should be a **better description of the overall budget for programs, including other sources of funding and how proposed ICJI funding fits in this larger picture**. Along with better production statistics, more information of this type is necessary prior to making any comparisons across programs in terms of cost per offender. ICJI has addressed at least part of this recommendation with a new JAG application form that was implemented for calendar year (CY) 2006 grants. As part of this form, information was requested regarding other grants received. Also, for CY2007 grants, full-program budgets will be requested of all applicants.



Grant Management by ICJI

3. Regarding the state's largest criminal justice investments, several Byrne/JAG programs in **Marion County (Young Offender Grant and the Marion-Johnson County Gang Interdiction Unit)** require much closer reporting supervision. **These programs have provided no real record of their possible impacts—if there are any.** They should not be funded further without some measures of performance. Because of their proximity to ICJI, **site visits would be a useful tool for documenting the actual activities** of programs. ICJI's new grant monitoring policies and quarterly reporting requirements should improve ongoing assessments of the largest JAG investments around the state.
4. The increased reporting required for the JAG grant applications, especially the budget narrative, and the evaluation component are tremendous improvements over the 2004 Byrne applications. **Regular follow-up will be required by ICJI staff to ensure information from quarterly reports are submitted in a more timely fashion.** ICJI staff should review all reports and provide direct feedback to subgrantees.

Performance Reporting

5. Concerning all JAG subgrantees, ICJI should **consider adopting more relational Byrne/JAG reporting data bases**, for quarterly progress and fiscal reports (e.g., MJTF programs currently have an operating **relational data base**).
6. Grant recipients should be required to produce more complete metrics to document the progress of these programs. **Subgrantees should document what they did to address goals and objectives and what program activities were actually produced.** Given the diversity of JAG program activities, formal evaluation of subgrantees might only be possible through the **analysis of self-reported performance statistics.**¹
7. Potential subgrantees need to have a good understanding of what program evaluation is, and how it is accomplished. **All subgrantees should be asked to conduct some form of self-evaluation each grant period.** Many subgrantee applications addressed program evaluation, but showed confusion about how to engage in meaningful program evaluation. While the sometimes high costs of program evaluations might be difficult to be build into many JAG-funded program budgets, in the case of some selected key JAG-funded programs, ICJI might consider requiring that at least some of the costs of program evaluation be included in the submitted budgets.
8. **The new performance matrix for drug courts that ICJI implemented for CY2006 awards is based on the ten key components for drug courts.** The programs profiled here seemed to establish working drug courts, although most documented the enforcement/monitoring aspects of their programs more fully than treatment aspects. At this time, subgrantees are required to list the kinds of treatment services available, but not required to document the degree to which DC participants engage in various treatment options. Tracking this information is crucial for evaluating the operation of drug courts. **Specific information on the range of treatment services should be made available as well as whether they are actually being used by DC**

¹For CY2006 awards, ICJI introduced and required new performance metrics for MJTFs, drug courts, drug prosecutors, gang task forces, and Residential Substance Abuse Treatment. The performance metrics were changed from being reported semi-annually to quarterly. Performance reports are due the 20th day following the close of the quarter. ICJI's new grant monitoring procedures should address the issue of making sure reports are submitted in a timely manner.



participants. The recently created quarterly performance report for drug courts would be ideal for this purpose.

Subgrantee Grant Application

9. As support for problem statements, it would be helpful to see **specific local statistics for drug using offenders and/or drug cases.** Data could come from local police, prosecutors, and courts. General national statistics should be avoided. Problem statements should describe the operating logic of the program.

Subgrantee Service Delivery

10. Based on performance reporting, some subgrantees are not offering large programs even though there are apparently large supplies of potential clients or consumers. **Funded programs need to better utilize their full capacity to deliver services.** For instance, the Marion County Public Defender Agency Forensic Diversion has plenty of room to expand, as do a few other subgrantee programs. Clark County Adult Felony Drug Court is another JAG program apparently under-serving its potential market.

Coverdell forensic services grants, October 2005 to September 2007

The Indiana Criminal Justice Institute received five Coverdell awards totaling \$672,097 from 2002 to 2006, with an annual average award of \$120,537. The largest award was \$213,914 in 2006 and the smallest award was \$69,410 in 2002. During the two-year period from October 2005 through September 2007, the Indiana Criminal Justice Institute provided \$408,493 in Coverdell program funding to the Indiana State Police (ISP) and Marion County Forensic Services Agency (MCFSA). The four case studies assessed 61 percent of the total five-year Coverdell investment.

Grant Management by ICJI

1. **Leverage competitive Coverdell awards.** In the operating periods analyzed, ICJI did not seek a competitive Coverdell award in addition to its base award in the most recent Federal grant cycle. Vying for these funds should be considered if ICJI has not historically sought these funds.

Performance Reporting

2. **Proposal of program specific metrics in addition to prescribed metrics.** Both programs collect and rely on data; this is further evidenced by each agency's annual reports. However, neither agency proposed any metrics specific to their programs for either grant. Examples of metrics were identified in some of the grant profiles that could be included; additional metrics could also be developed. Related to metrics, ICJI may want to clarify whether metrics being reported are project specific or general. Both should be reported.
3. **Full submission of required reports.** Neither agency submitted a final report summarizing and assessing their programs and specific improvements to their programs as a result of the grant awards. The MCFSA failed to submit either a fourth quarter or final financial report documenting final expenditures. These reports are not only required but necessary for assessing program activities and performance. They should be submitted in full.



Subgrantee Grant Application

4. **Enhanced data driven problem statements.** The ISP and MCFSA rely on data for understanding the impact and assessing the current state of their forensic programs. The incorporation of these data into their problem statements would be particularly effective and useful for illustrating the nature and degree of professed problems.
5. **Explicit objectives and activities.** Both agencies could more clearly state intermediate objectives and activities and how they will achieve goals. These should be provided in a list format within the program narrative section of the grant application.
6. **Further explanation of priority given to drug case backlogs.** The stated goal of the MCFSA's *Equipment Upgrade/ Laboratory Information Management System Maintenance Agreement/Site Assessment Project* is to reduce the case backlog throughout the laboratory. However, the majority of grant funds will be invested in a piece of equipment used for drug chemistry cases only. Moreover, a review of MCFSA's 2005 annual report showed only 13 (1.3 percent of total) backlogged drug chemistry cases at the end of 2005. Because drug chemistry cases (e.g., identification of drugs, purity, etc.) make up a small share of all backlogged cases, further explanation would be helpful for understanding the priority given to these case types.

Criminal Justice Records Improvement (CJRI) Grants (Byrne set-aside; discontinued when JAG funds completely replace remaining Byrne funds)

Since 1997, Indiana has set-aside more than \$4.1 million in CJRI funds (about \$515,000/year). A review of Indiana's Records Quality Index (RQI)—an index developed by a private company for the US Department of Justice to measure state and national criminal history records improvement efforts—indicates that Indiana has made meaningful improvements to its criminal records system from 1997 to 2003, surpassing the national median for two RQI measures, outcome and timeliness, though still well below the national RQI weighted average (92 compared to 167 in 2003). However, based on a review of the CJRI grant activity, the relationship between these improvements and CJRI subgrants is unclear. Only four CJRI subgrants totaling just over half a million (12 percent) are documented as having been made. These four subgrants operating from October 1, 2006, to September 30, 2007, appear to be supporting projects that are contributing to Indiana's CJRI efforts. We examined all four grants.

Grant Management by ICJI

1. **ICJI should assess the completeness with which it has documented CJRI grants.** CJRI subgrants are documented as having been made from only two Byrne grants, FFY 2002 and 2003 (i.e., a grand total of about a half million, out of a \$4.1 million set-aside). Barring the waiving of this set-aside requirement by the Bureau of Justice Assistance, an examination of total Byrne dollars spent by ICJI indicates that CJRI funds should have been spent (i.e., awarded to subgrantees) in all but one year during the 1997-2004 period, 1998. ICJI should recognize this lack of documentation and be sensitive to this issue as it relates to other grant programs it administers. If these funds are identified, they could be applied to improving criminal justice reporting systems in the state.



Performance Reporting

2. **Propose project specific performance metrics.** Most, if not all, of the subgrantees could have proposed and reported various project specific performance metrics. Proposing and reporting metrics would benefit both the subgrantees as they attempt to describe project performance and ICJI as it attempts to assess subgrantee performance and make funding decisions. Examples of metrics that could have been proposed and reported were provided for some projects, though it was noted that the individual subgrantees are in the best position to know which metrics are the most relevant.

Subgrantee Grant Application

3. **Incorporate more data and information into problem descriptions.** Generally, the subgrantees provided very little data when describing their problem and relied primarily on simple declarations that a problem exists. Each of the subgrantees maintains or accesses vast databases that could provide particularly relevant data/information regarding the significance of these systems and the corresponding need to improve/maintain them via grant investments. Suggestions and examples of data that could have been included were discussed for some of the subgrantees. Incorporating this data into problem descriptions would provide a more complete and compelling perspective of the problem.
4. **Proper goals and objectives.** In some cases, goals and objectives could be reworked so as to conform with goal and objective definitions. The quality of goals and objectives could be improved for some projects. As described by ICJI, goals are “broad based statement[s] of a desired state of affairs that are timeless,” and objectives are “specific measurable milestone[s] aimed at achieving your Goal(s)” (ICJI Grant Proposal Guidebook).

Byrne/JAG Programs: Multi-Jurisdictional Task Forces , April 2006 to December 2007

Numbers of grants for MJTFs have declined in recent years from 35 in 2002–2004, to 25 in 2005, 19 in 2006, and 12 in 2007. ICJI is spending federal Byrne/JAG awards in a timely manner, having expended \$8.8 million of the \$15.1 million (58 percent) awarded since 2005, including 99 percent of the 2005 award and 77 percent of the 2006 award. MJTF subgrantees have above average reporting systems, and have regularly reported various performance metrics back to ICJI. Collectively, in the 2006 period, ICJI-funded MJTFs generated more than 4,000 new drug investigations, resulting in more than 3,000 arrests and 2,000 convictions, nearly 1,100 kilograms of drugs seized, and 20,000 dosage units of drugs seized. MJTF subgrantee reporting during these operating periods could probably support a rudimentary evaluation effort.

Fiscal-Budgetary

1. Most **grant applications did not adequately address program sustainability**, which is critical in an environment of declining ICJI funding.

Grant Management by ICJI

2. ICJI should also **provide a reporting mechanism for assessing whether subgrantees met other goals besides levels of seizures, arrests, and convictions.** Currently, there is no mechanism for specifically documenting how any other goals



were addressed (e.g., reduced drug use in the community). Assessment plans for most subgrantees relied exclusively on documenting increases in productivity on performance reports or internal reports. Yet, there is no mechanism in the current reporting structure for documenting that any changes in productivity were achieved from previous years. Such information is central to many of the objectives described by subgrantees as indicators of success.

3. **It is not clear why gang-related metrics are included in the MJTF performance report**—particularly those that do not focus on drug activity. In the current reporting format, the reliability of MJTF-reported gang data is questionable because of a high likelihood of non-uniform interpretations of gang involvement across MJTFs. If ICJI believes that funded MJTFs should be asked to report this information, ICJI should consider revising the metrics to clearly define involvement level criteria.
4. The current quarterly **report structure does not permit unique reporting of those arrested and convictions by demographics (age, race/ethnicity, and gender) across all types of drugs**. Currently demographic reporting of arrestees can result in double counting across types of drugs. This permits demographic analysis within a particular drug type, but does not permit demographic analysis across all types of drugs. To clarify how many unique offenders are being processed, the quarterly performance report form should be modified to report the total numbers of arrests and convictions by age, race/ethnicity, and gender across all drug types at the beginning of the “Arrests and Convictions Demographics” section.

Performance Reporting

5. **Better understanding of some MJTF metrics**. Examples include (a) reported case totals not matching the sum of case subsets, (b) reported arrests, charges, and conviction totals not matching the sum of drug and non-drug subsets for each category, and (c) the number of convicted persons for violent drug offenses only being greater than the number of criminal offenses individuals were convicted of—an impossibility. Clearer instructions would likely reduce inconsistencies in reporting.
6. ICJI should **provide a mechanism for ensuring full compliance in submission of all required reports**. Fiscal reporting was nearly complete, as was submission of quarterly performance reports. Improvements could be made in the completeness of training and program income reports, which provide a more complete picture of program activities.
7. **Revising the performance report** so that (a) case and arrest/conviction metrics are collected for yearly or monthly cohorts rather than on a rolling basis; (b) metrics are collected on other aspects of task force activities (i.e., search warrants, confidential informants, citizen tips, police calls of suspected drug-related activity); (c) arrest/conviction demographic data (e.g., age, race, gender) and arrest/conviction offense type data are reported for the most serious offense; and (d) instructions are clear in terms of exactly what task forces are being asked to report.
8. **The method used to calculate the value of street drugs** appeared to be non-uniform across MJTFs. ICJI should consider clarifying the procedure for reporting the street value of drugs.



Subgrantee Grant Application

9. Grant applicants should be encouraged to **expand documentation of need beyond simply including prior MJTF performance**, as prior performance of the MJTF is not an independent measure of the scope of the local drug problem.

VICTIM SERVICES DIVISION

STOP (Services, Training, Officers, and Prosecutors) programs, July 2004 to June 2006

We assessed two years of STOP grants awarded to Indiana subgrantees, covering two operating periods: 2005 (July 1, 2004, to June 30, 2005) and 2006 (July 1, 2005, to June 30, 2006). For 2005, there were 65 STOP grants (\$2.25 million), and in 2006 there were 63 grants (\$2.14 million). ICJI received about \$2.6 million in federal STOP funds annually since FFY 1999. On average, about 97 percent of these funds were spent each year. Victims services agencies captured more than half of grant awards and 40 percent of total proceeds. Prosecutor agencies received 30 percent of awards and proceeds. About 16 percent of awards and 24 percent of grant proceeds went to law enforcement. The six case studies absorbed \$1.45 million or 37 percent of ICJI's total STOP subgrantee awards (\$4.3 million) during the two periods. STOP subgrantees have above average reporting systems, and have regularly reported performance metrics to ICJI via a federally-defined system that compiles various output/outcome metrics. STOP programs helped finance 93 full-time equivalent (FTE) personnel (e.g., victim advocates, prosecutors, or sworn officers). About 16,500 victims were served (84 percent female, 55 percent White, 25 percent Black, five percent Hispanic). Victim-survivor and criminal justice advocacy services, hotline calls, and victim notification services comprised 75 percent of victim services activities supported by STOP funds. More than 75 percent of law enforcement services are calls for assistance and incident reports. STOP subgrantees provided about 75,000 bed-days of emergency shelter/transitional housing, and helped produce 5,946 temporary and 3,363 final protection orders. Thus, STOP subgrantee reporting during these operating periods could probably support a rudimentary evaluation effort.

Fiscal-Budgetary

1. **Complete budget profiles.** Three of the six STOP case studies showed increased productivity in the face of declining program funding.² The two largest grants reviewed for this study received substantially fewer dollars in the 2006 grant cycle than in 2005 operating period; for both subgrantees, victims served increased. This underscores the need for STOP subgrantees to provide ICJI with a **complete budgetary picture of the total domestic violence victim services receiving funding**. For a complete financial picture of program financing, STOP-funded programs should provide sustainability plans, and report other funding sources.
2. **Revising goals/objectives.** If subgrantees receive substantially fewer dollars than requested, they should also submit amended goals and objectives. Having information about amended goals and objectives will provide ICJI and outside evaluators the opportunity to judge the performance of STOP-funded programs based on more reasonable metrics.

²The Fort Wayne Stop Domestic Violence Specialized Unit doubled victims served from 2005 to 2006, but received \$100,000 less than requested, and received \$50,000 fewer STOP funds than in 2005. In 2006, St. Joseph County received \$300,000 less in STOP funds than requested, and operated at 84 percent of its 2005 project total; the number of victims served more than doubled, and it reported substantial increases in many of its *Annual Progress Report* metrics. The Marion County Protective Order Pro Bono Project of Greater Indianapolis nearly doubled the number of victims served, but received \$10,000 less in STOP funds.



Grant Management by ICJI

3. **Targeted funding.** Findings from the geographical analysis of potential violence against women incidents and STOP funding patterns suggest that ICJI should consider a **targeted approach to helping underserved areas in the state to build local programs**, aided by STOP grant awards. In the *2006 Annual STOP Administrators Report*, ICJI suggested **sending STOP resources to two underserved populations—rural and Hispanic**. Sixteen Indiana counties had higher than the statewide incident rates (i.e., counties likely to have high demand for STOP resources).³ Seven of these counties (Allen, Bartholomew, Elkhart, Marion, Monroe, St. Joseph and Tippecanoe) were also identified by the Indiana Commission on Hispanic/Latino Affairs as being among the top ten Indiana counties in terms of net-international migration (most of the international migration is believed to be from South and Central America).⁴
4. **Using demand profiles.** ICJI could start working with high demand counties to solicit STOP grant applications. To better allocate resources, ICJI could **identify the counties that demonstrate high need (based on, for example, county level incident rates** such as those used in this report) that have not previously applied for STOP funds but who are considered to be mostly rural, and reach out to these counties.
5. **Reviewing continuation grants.** ICJI should consider a slightly different review process for continuation grants compared to new programs. This should include a requirement that continuation requests document **up-to-date local circumstances and conditions linked to STOP grant programs**. Much information provided in the problem statements and program justification of case studies was old information or relevant to a previous STOP grant and not the current program.

Performance Evaluation

6. **Reviewing brochures.** In light of federal STOP program guidelines, ICJI should consider reviewing selected written products of STOP subgrantees. It would require an **assessment of the individual brochures to determine if they all satisfy STOP's domestic violence targets**. Related to this, in cases where brochures are consistent with guidelines, there should be some assessment (e.g., pre/post-tests) of the effects of written products.
7. **Training evaluations.** Future research attention might focus on **evaluating the training impacts of those programs funded by STOP**—that is, whether they are working or not. Significant portions of STOP grants fund training, so it would be beneficial to assess the effectiveness of these various training programs.

Performance reporting

8. **Consistent performance reports.** Subgrantees should propose performance metrics that they must follow and report each year. The earlier *Performance Metrics for ICJI*, 2006 report prepared by the Center for ICJI provided recommended measures for different types of victim services programs.

Subgrantee Grant Application

9. **Cause-effect relationships.** Grant applicants should spend more time creating a justification for the grant and provide a rationale for **why this program, unit, or**

³The Indiana Coalition Against Domestic Violence (ICADV) annually reports the number of adults seeking emergency shelter services resulting from incidents of domestic violence or abuse. Rape and sex offense arrests were taken from 2004 Uniform Crime Report data.

⁴Indiana Commission on Hispanic/Latino Affairs. (2006). *2006 Demographic Overview of Hispanics/Latinos in Indiana*. When the Violence Against Women Act was re-authorized in 2005, guidelines that limited use of funds to target children changed slightly to allow STOP funds to focus more on children.



service is expected to affect or impact domestic violence, sexual assault, and stalking in the jurisdiction in question. Programmatic causal linkages should be stated more explicitly. This could explain what impact their project will have in the bigger picture of violence against women in their jurisdiction.

Victims of Crime Act (VOCA) Grant Awards, July 2005 to June 2007

During the 1997-2006 period, ICJI awarded \$71.7 million in VOCA grants to subgrantees, consisting of victim services agencies situated within law enforcement, prosecutor's offices, courts, corrections, and various not-for-profit organizations. The largest award from OVC to ICJI was approximately \$8.9 million in federal fiscal year (FFY) 2006 and the smallest was just over \$5 million in FFY 1999. On average, ICJI received \$7.5 million each year during this period. In each of the 2005 and 2006 operating periods (July 1 through June 30), about \$6.9 million was used to fund approximately 160 subgrantees each year. VOCA subgrantees had above average performance reporting systems during these two operating periods. About 183,000 victims in Indiana were served by VOCA subgrantees in 2005. VOCA subgrantees produced more than 800,000 units of service in 2005 and after one-half of the 2006 operating period, about 455,000 units of service. As with STOP programs, VOCA subgrantee reporting during these operating periods might also support rudimentary evaluation efforts.

Grant Management by ICJI

1. **Regular mandatory VOCA subgrantee training sessions.** Implementation by ICJI of regular, mandatory training sessions for VOCA subgrantees could improve subgrantee performance. One mandatory training session per funding cycle could be provided to all VOCA subgrantees, and could include some or all of the following: (a) Model pre/post assessments provided at VOCA grant training sessions; (b) Primers on how to build strong problem statements using local/UCR/BJS stats; (c) Using currently generated statistics to forecast service needs for the next grant cycle; (d) Simple pre-post survey forms for various aspects of VOCA subgrantee production; (e) Developing university internship/volunteers to help VOCA subgrantees.
2. **Sanctions and compliance.** ICJI should consider developing sanctions for subgrantees who fail to submit accurate reports. The validity of the data is important and, ultimately, CJI is responsible for the quality of the data reported to the federal government. A more regular system of **mandatory VOCA grant training sessions sponsored by ICJI** could help reduce inaccurate reporting.

Program Evaluation

3. **Pre/post testing of client satisfaction.** Case study subgrantees often noted they would use surveys to assess satisfaction and performance, but none reported results. When subgrantees conduct community presentations and educational sessions, they should get feedback about how useful these sessions are, and solicit how such sessions could be improved. Evaluations are also a way to count the number of people attending and could serve as a means to get contact information from people that might want to volunteer. Simple pre-post survey forms could be provided by ICJI.



4. **Self-evaluation efforts by subgrantees.** Subgrantees should be required to submit a program assessment plan with grant applications. Subgrantees often checked boxes indicating they would collect data on client satisfaction, but no subgrantee reported results of these efforts. Subgrantees should be required to **think about how they will actually measure whether their program is doing what they claim it is doing.** Subgrantees should note whether the program completed its activities, and accomplished the goals/objectives in its application. If necessary, they should discuss the means to improve.

Performance Reporting

5. **Defining and counting victim services provided.** Subgrantees should report the victim services they provide as clearly as possible. Subgrantees report a “type of service”—but there is no discussion of what that entails. For example, when there is phone contact or follow-up contact what does that mean? Does the follow-up contact occur in person, or over the phone? The larger problem is that **current performance reporting provides little information about the context or quality of services.** ICJI could require subgrantees to conduct quality assurance measurements (e.g., survey clients for satisfaction). **Model pre/post assessment forms,** and instructions on how to complete them fully, could be developed by ICJI for VOCA subgrantees.
6. **Definition of VOCA performance report terms.** One problem with the VOCA grant application and the VOCA performance report (VPR) structure is the victim lists. Subgrantees find the provided options insufficient—many subgrantees wrote in the “other” section things that could not easily be collapsed into discreet categories, and for several metrics there are large proportions of “other” or unknown categories. **Subgrantees should reduce the number of unknown or other cases,** especially for key areas such as gender, age, and type of crime involved.

Subgrantee Grant Application

7. **Analyzing time series information for continuation grants.** Subgrantees that continue to receive VOCA funding from ICJI should report data over time regarding the services that have been provided. This information would be useful for the Board of Trustees to understand subgrantees’ productivity over time when making funding decisions. For ICJI to do this, more resources might need to be devoted to program administration. Current staffing levels with the Victim Services Division make it unrealistic to expect ICJI program managers to be able to produce trends charts for individual subgrantees. Thus, subgrantees must provide the data.
8. **Clarify goals, objectives, and activities.** ICJI should continue to educate VOCA subgrantees about the proper definition and configuration of goals, objectives, and activities. For example, ICJI Victim Services program managers could **select a recent subgrantee application considered to be top notch and use as a model** to provide to other applicants so that they understand what level of detail is needed for a good application.
9. **Problem statements and establishing program needs.** The case studies revealed periodic problems with subgrantees’ problem statements. For instance, claims were



made that jurisdictions had violent crime problems, but little substantiation was offered by subgrantees. ICJI might consider providing brief primers on **how to build strong problem statements using local statistics**.

10. **Better forecasting and targeting by VOCA subgrantees.** Related to the availability of time series information, VOCA subgrantees could be encouraged to **use currently generated statistics to forecast service needs for the next grant cycle**. If trends show increasing crime, then **forecasts should show anticipated changes in future service needs**. Targeted VOCA grant administration could be improved.

YOUTH SERVICES DIVISION

U.S. Office of Juvenile Justice and Delinquency Prevention Title II Grant Program, April 2005 to March 2007

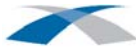
The Juvenile Justice and Delinquency Prevention Act of 2002 reauthorized the Title II Formula Grants program, administered by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Title II grants are awarded annually on the basis of states' relative population under the age of 18, assist state and local delinquency prevention and intervention efforts, support juvenile justice system improvements, and protect juveniles in the system from harm due to inappropriate exposure to adult offenders. From FFY1998 to FFY 2006, Indiana received about \$12.6 million in Title II funds. The average annual award during the period was about \$1.4 million. Federal funding declined from \$1.9 million in FFY 1998 to \$1.2 million in FFY 2006. We analyzed 32 Title II grants from the 2005 operating period (April 1, 2005, to March 31, 2006), and 17 grants from the 2006 operating period (April 1, 2006, to March 31, 2007). In 2005, ICJI awarded 32 grants for \$1.2 million; in 2006, 17 grants totaled about \$875,000. Awards were geographically concentrated. In 2005, 17 Indiana counties received awards. In 2006, 12 counties were grant recipients. Few operating metrics were reported by Title II subgrantees. Even rudimentary program evaluations efforts would be challenging. We examined 12 case studies, comprising 70.6 percent of the funded projects and 74.5 percent of the funding allocated for Title II grants in 2006.

Fiscal-Budgetary

1. **Reducing annual funding.** There is discussion in the *Three- Year Plan* that Title II funding is for three years, with a step-down process so that the amount received is reduced in each subsequent year. Yet, as of the 2006 grant awards, this had not been put into place. ICJI should develop a process to encourage subgrantees to increase their funding from other sources over time.
2. **Title II applications should be revised** to gather more fiscal information on projects, including detail on the overall budget for programs, other sources of funding, and how the proposed Title II funds fit into the larger picture, and a plan to sustain the programming once Title II funds are discontinued. Continuation projects should also be asked to provide details about their fiscal performance on earlier Title II grants, so that this information can be considered by ICJI.

Grant Management by ICJI

3. **Technical assistance to subgrantees.** Programs identify goals, objectives, and performance measures (outputs and outcomes) as part of their funding application.



ICJI should work with subgrantees to revise and improve the goals, objectives, and performance measures as a condition of funding. Technical assistance should be provided to subgrantees to develop the capacity for performance measurement and evaluation. ICJI might consider the implementation of regular workshops with Youth Services subgrantees.

4. **The Three-Year Plan.** The JJSAG and ICJI should ensure the process for awarding grant funding is consistent with the priorities identified in the *Three-Year Delinquency Prevention & Systems Improvement Plan* for fiscal years 2006-2008. This document is required by OJJDP and forms the basis for the work of the JJSAG as they make recommendations on funding under the Title II Formula grants. This can serve as the basis for more targeted funding decisions. The review process for proposals should be shaped by a comprehensive look at the priorities and the available funds in each category.
5. **The timing of the grants** appears to create difficulties for the programs in terms of their ability to deliver a full-year program in the twelve months allotted. ICJI should consider modifications to the grant application and review process so that the programs have sufficient notice to be able to begin their projects on the first day the funding is available.

Performance Reporting

6. **Better performance measures.** ICJI is encouraged to consider ways to capture information from the individual programs on their performance measures. These data should be maintained at ICJI so that there are data on the performance of the grants that documents the impact of the Title II funding for the state and informs future discussions leading to the next *Three-Year Plan*.

Subgrantee Grant Application

7. **Continuation funding.** When projects are awarded continuation funding, this should be based on a track record. There should be evidence that the programs did what they planned to do, achieved the outcomes they proposed, and spent the money they were awarded. ICJI should explore ways to inform the grant selection process so that these issues are considered.

U.S. Office of Juvenile Justice and Delinquency Prevention Title V Community Prevention Grant Program, October 2005 to September 2007

The federal Title V Community Prevention Grants Program was established with the 1992 reauthorization of the Juvenile Justice and Delinquency Prevention (JJDP) Act of 1974. Title V funds are administered to states by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Funding is devoted to delinquency prevention efforts initiated by a collaborative, community-based planning process focused on reducing risk and enhancing protective factors to prevent youth from entering the juvenile justice system. From FFY 2000 through FFY 2006, Indiana received \$2.8 million in Title V funds. The average annual award during the period was roughly \$475,000. Indiana did not receive Title V funding in FFY 2003. Since FFY 2001, annual Title V funds awarded to Indiana have declined from \$816,000 in FFY 2001 to \$56,250 in FFY 2006. We analyzed all five grants awarded during the 2005 operating period (October 1, 2005, through



September 30, 2006) and the continuing projects supported during the 2006 operating period (October 1, 2006, through September 30, 2007). In 2005 and 2006, subgrants awarded totaled \$301,000 and \$304,000, respectively. Title V subgrantees did not report systematic performance metrics, and rudimentary evaluation efforts would be difficult.

Fiscal-Budgetary

1. **Require detailed organizational budget and sustainability plans.** Subgrantees performed reasonably well fiscally, and all submitted quarterly progress and financial reports as required. The majority expended all funds awarded and spent consistent with proposed budgets. However, most proposals lacked thoughtful, concrete sustainability plans to secure funding following Title V support. ICJI should consider requiring subgrantees to offer a detailed overall budget including other sources of funding that place Title V funding in some context. Subgrantees should outline concrete steps for securing future alternate funding as well as progress toward this goal.

Grant Management by ICJI

2. **Provide greater oversight of quality of reported data and technical assistance with performance measurement and evaluation.** Potential subgrantees are asked to identify goals, objectives, and performance measures (outputs and outcomes). Often, goals and objectives do not meet standards laid out in Title V application instructions, and once awarded, there is often minimal attention given to the achievement of goals and objectives. Progress reports are submitted by subgrantees, yet there is little oversight regarding the quality of data reported. It is important that funding be contingent on some level of proficiency in this area. ICJI should work with subgrantees to revise and improve goals, objectives, and performance measures as a condition of funding. ICJI should also consider providing technical assistance to further develop subgrantee capacity in the areas of evaluation and development and measurement of appropriate program outputs and outcomes. ICJI should also require subgrantees to provide more detailed evaluation plans, beyond checking off a list of assessment options.

Performance Reporting

3. **Provide greater attention to program implementation and monitoring of outcomes.** All five programs identified a project goal that was tied to project outcomes. Where many struggled, however, was in proposing outcomes in measurable terms. Most subgrantees reported on activities without attention to proposed outcomes. Further, once a model program is selected, there was not much attention to implementation. ICJI should monitor program outcomes to ensure subgrantees are on track to meet objectives and gauge whether results are in line with expected outcomes.
4. **Require subgrantees to report on past performance and provide opportunity for program modification.** Title V grants are awarded for up to three years, but applications do not reflect evolution of the two- to three-year nature of projects. ICJI should require subgrantees to report on previous years' activities, reflect on progress, and demonstrate a performance record. Currently, there is no connection between performance and securing additional rounds of funding. Subsequent applications should also provide opportunities for subgrantees to modify future plans based on initial experience.



Subgrantee Grant Application

5. **Require applicants to provide detailed information on proposed model programs and implementation.** Currently, the Title V application does not ask potential subgrantees to supply detailed information regarding the content of proposed programs. ICJI should consider restructuring the application to require applicants to provide such detail on proposed evidence-based approaches. Subgrantees should be able to offer a detailed explanation and concrete description of core program elements and implementation strategy—specifically how a proposed program would be integrated with other complementary/overlapping community initiatives.

U.S. Office of Juvenile Justice and Delinquency Prevention Juvenile Accountability Block Grant Program , October 2005 to September 2007

From federal fiscal year (FFY) 1998 through FFY 2006, Indiana received over \$28 million in Juvenile Accountability Block Grants (JABG) awards, allocated by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). On average, between FFY 1998 and 2006, ICJI received roughly \$3.2 million annually. ICJI spent nearly 90 percent of awarded funds during this period. Within the state for the 2005 and 2006 operating periods (October 1 through September 30), ICJI awarded \$438,906 to eleven subgrantees in 2005, and awarded \$816,994 to 34 subgrantees in 2006. The case studies were of six grants awarded during the 2005 operating period and the six continuation projects supported during the 2006 operating period. As with other Youth Services programs, JABG subgrantees did not report systematic performance metrics, and rudimentary evaluation efforts would be difficult.

Fiscal-Budgetary

1. **Given comparatively low JABG award burn rates**—an average of 89 percent for FFY 1998 through 2004—ICJI should consider soliciting more subgrantees to take advantage of 100 percent of federal JABG allocations to the state.
2. **Refining funding decisions are made for all JABG grants** in the state—certain jurisdictions receive direct allocations of JABG funds. Even so, a number of programs that continue to receive continuation grants from ICJI over extended periods. ICJI is encouraged to take a more directive role in the funding process. Even in direct appropriation counties, it should be possible to set guidelines on the kinds of projects to be funded with JABG funds—ICJI might set priorities for the kinds of programming they want implemented in those jurisdictions. It is important to ensure the process is open and inviting to new projects in jurisdictions that have not historically received JABG funds.
3. **Weight assigned to the proposed budget in funding decisions.** Applicants should be asked to provide **detail on the overall budget for their programs, other sources of funding, and how the proposed JABG funds fit into the larger picture.** Applicants should be invited to explain how JABG funds are going to contribute to the development and facilitation of more effective programming, and it should be clear that there is a plan to sustain the programming in the future in the absence of federal funding. Continuation projects should also be asked to provide details about their fiscal performance on earlier JABG grants.



Grant Management by ICJI

4. **Accountability for project goals and objectives.** Programs need technical assistance through the year to ensure they capture information pertinent to goals and objectives. Programs frequently identify goals and objectives and then never report on those measures throughout the year. The same programs then propose the same measures in the subsequent year, without any acknowledgement for ignoring those measures.
5. **Programs identify goals, objectives, and performance measures** in applications for funding. Often, goals and objectives do not meet standards set out in JABG application instructions. After grant award, there is no attention to the quality of the goals and objectives. Progress reports are submitted, but there is little oversight of the quality of reported data. ICJI can work with grantees to **revise and improve the goals, objectives, and performance measures as a condition of funding**. Technical assistance should be provided to the grantees to develop the capacity for performance measurement and evaluation. Subgrantees should receive training in the development and measurement of appropriate outputs and outcomes.
6. **Qualitative and quantitative reporting.** At the beginning of the 2006-2007 project period, a new form was provided for the quarterly progress reports. These forms are customized for each purpose area and are designed to direct the subgrantees to report their performance measures. Yet, there are no detailed instructions with the form and so the reporting of performance measures is spotty. The **new forms require mostly quantitative data** and so the story of how programs are operating and why they are not meeting their objectives is missing from progress reports. ICJI could revise the new forms to provide careful instructions and to **allow for qualitative information on the operation of the project**.
7. **The timing of the grants** creates difficulties for programs in terms of their ability to deliver a full-year's program in twelve months. Programs are notified around October 1, with some funding out after October 1. The program is expected to begin on October 1 and a progress report is due by January 31. Often, the project was just starting at the end of the first quarter; in several cases, programs were applying for extensions to complete their projects, or expend their funds, while also facing the beginning of a new grant on October 1 of the following year. ICJI might schedule submission dates to allow funding decisions to be made and notice given to the programs in enough time to allow the projects to begin on the first day of funding.

Subgrantee Grant Application

8. **Changing annual continuation applications.** The six cases we examined had all been receiving JABG funding for several years. The typical proposal reviewed was not written in anticipation of a competitive process, and often funding was provided to programs that did not appear to be worthy of funding based on their applications. This may condition subgrantees to believe it is not important to draft a convincing application. **When projects are awarded continuation funding, there should be evidence programs did what they planned to do, achieved proposed outcomes, and spent the money awarded.** Yet there does not appear to be a connection between the performance of the grantee in one year and their success in securing additional funding in subsequent years.



Subgrantee Service Delivery

9. Every JABG applicant is expected to identify a **Juvenile Crime Enforcement Coalition (JCEC)** and to provide a graduated sanctions certificate. These are special requirements of JABG, yet there is no indication that there is an actual role for the JCEC or graduated sanctions within the project. ICJI is encouraged to consider ways to make these two components vital parts of the operating JABG projects. There should be some way for the program to report on the use of graduated sanctions and to document the involvement of the JCEC—this can be part of the quarterly progress reports.

State of Indiana Safe School Fund, Safe Haven Grant Program, September 2005 to August 2007

The Safe School Fund (Indiana Code 5-2-10.1) was designed to promote school safety through various mechanisms, including the purchase of equipment to detect firearms and other weapons; the use of dogs to detect firearms, drugs, explosives, or other illegal substances; the combating of truancy; the development of school safety plans; and educational outreach and training designed to combat bullying. During both the 2005-06 and 2006-07 operating periods (September 1 to August 31), Safe Haven grants totaled approximately \$1.3 million annually. ICJI awarded 236 grants in 2005-2006, and 110 grants in 2006-2007. We examined ten case studies, which represented about nine percent of subgrantees and 22 percent of Safe Haven funds.

Grant Management by ICJI

1. **Performance reporting terms, sanctions, and compliance.** Safe Haven reporting forms are lengthy, and subgrantees often neglect to complete all of the sections of the forms. Reporting timelines are also unclear and seem to vary (e.g., quarterly, semester, semi-annual, etc.) in Safe Haven documentation. ICJI should develop clear guidelines regarding performance reporting requirements and revise reporting forms to address the need for further clarification. ICJI should consider developing sanctions for subgrantees who fail to submit timely, accurate progress reports with sufficient detail on program activities. Many subgrantees fail to submit the required reports, and some provide incomplete reports with little documentation of program activities or impacts. A more regular system of mandatory Safe Haven grant training sessions sponsored by ICJI could help reduce insufficient reporting.
2. **Regular mandatory Safe Haven subgrantee training sessions.** Implementation by ICJI of regular, mandatory training sessions for Safe Haven subgrantees is likely to have a positive impact on subgrantee performance. At least one mandatory training session per funding cycle could be provided to Safe Haven subgrantees to improve grant performance.

Performance Reporting

3. **Analyzing time series information for continuation grants.** Subgrantees that continue to receive Safe Haven funding from ICJI should be encouraged to **report data over time regarding the services that have been provided**. Given the number of subgrantees administered by ICJI (and current staffing levels with the Youth Division), it is not realistic to expect ICJI program managers to be able to produce



trends charts for individual subgrantees. This information would be useful for the Board of Trustees to understand subgrantees' productivity over time when making funding decisions.

4. **Performance metrics and self-evaluation efforts by subgrantees.** Subgrantees should be required to submit a program assessment plan with grant applications. Subgrantees should be required to think about how they will actually measure whether their program is doing what they claim it is doing. Training should be provided focused on developing performance metrics and collecting data necessary to assess program impacts. In addition, in the final progress reports, subgrantees should be required to provide a definitive statement about whether the program tasks and activities were completed, and the program objectives and goals identified in the grant application were achieved. Subgrantees should explain how they achieved their objectives, or explain why program goals were not met.

Subgrantee Grant Application

5. **Clarify goals, objectives, and activities.** ICJI should continue to educate Safe Haven subgrantees about the proper definition and configuration of goals, objectives, and activities. ICJI Youth Division program managers could create a sample completed grant application, drawing from select elements of recent subgrantee applications, and provide those to grant applicants so that they understand **what level of detail is needed for a quality application**. Additionally, given that award amounts tend to be significantly lower than amounts requested, subgrantees should indicate how program scope and activities change based on the actual funds received.
6. **Define detailed timeline and program implementation.** Grant applications sometimes lack detailed plans for program implementation and sustaining the program over time. Subgrantees should be encouraged to **provide detailed timelines for implementing program activities** and achieving program goals and objectives.
7. **Provide more detailed problem statements and evidence in establishing program needs.** The case studies revealed problems with a number of subgrantee problem statements. Subgrantees should place emphasis on **providing evidence to demonstrate existence of the problem at a local level**. Some subgrantees offered only national data as evidence of a need to address the problem in their community. ICJI might consider providing more detailed guidelines and brief training sessions on **how to build strong problem statements**. Training should also address how to access and utilize data on local statistics that could be used in developing problem statements.





Appendix 4:

Case study methodology

guidelines



DEVELOPING PROFILES OF ICJI SUBGRANTEES

1. What is the **background and requirements of the federal funding stream**? Present a **brief history** of the funding stream and the **minimum requirements** that must be met.

Program Description

2. Describe the project's **timeline** (start, end, interim benchmarks, etc.).
3. Explain whether this was an original grant, or a **continuation**. If continuation, trace and explain the **previous sequence of grants**.
4. What is the **overall description of the program**? Provide a detailed description of the subgrantee's program as described in the application.
 - a. What **specific program activities** are proposed?
 - b. How will the **program activities** affect the **problems** that were identified?

Problem Statement, Goals, Objectives, and Activities

5. **Summarize** subgrantee's **problem statement**. What is the fundamental **basis for the statement**? (Is it based on actual empirical data and information, anecdotal accounts, simple "declarations" that a problem exists, or something else? Does it provide evidence that the problem exists in their locality or just refer to evidence of a national problem?)
 - a. What **project goals** are drawn from the problem statement?
 - b. Given the problem statement, to what extent **do the goals make sense**?
 - c. Are there **detailed objectives** derived from the project goals? **What are they**?
 - d. **To what extent are the objectives** consistent with project goals (e.g., very consistent, somewhat consistent, inconsistent, unclear)?

Measurements and Performance Metrics

6. What **measurements**, if any, have been proposed by the subgrantee?
 - a. To what extent were **any metrics provided** by the subgrantee? To what extent are any metrics provided consistent with the project's goals and objectives?
 - b. If no metrics are provided, what **relevant information can be assembled** now?
 - c. Develop a **table and discussion of the metrics** provided by the subgrantee (if any).
7. Are required submissions such as **progress, performance, and fiscal reports** being submitted? How **complete** are they?

Fiscal Assessment

8. What are the **fiscal dimensions** of the grant project?
 - a. Explain the **total amounts and break them down by types of proposed expenditures**—personnel, contractual services, supplies, capital equipment, other.



- b. Based on available records, what were the **actual expenditures**, again classified by type during the project period?
- c. To what extent were **actual expenditures consistent** with **proposed expenditures** (e.g. very consistent, somewhat consistent, inconsistent, unclear)?
- d. To what extent were **budgetary expenditures consistent with program activities** approved for the project (e.g. very consistent, somewhat consistent, inconsistent, unclear)?

Assessment of Current Grant (quick overview of most recent ongoing grant)

Overall Assessment and Recommendations

- 9. What is the **overall assessment** of the program? For example, is the program **below average, average, or above average** among the case studies profiled?
- 10. To what extent do program activities appear **likely to have a positive impact** on the problem (e.g., highly likely, somewhat likely, unlikely, no impact)?
- 11. What are the **recommendations**?