

NATHAN DEAL
GOVERNOR



JACQUELINE BUNN
EXECUTIVE DIRECTOR

At the direction of the Juvenile Justice Incentive Grant Funding Committee, the Criminal Justice Coordinating Council (CJCC) is pleased to announce that it is seeking applications for competitive funding for qualified counties in the State of Georgia.

2015 Juvenile Justice Incentive Grant Program Request for Proposals (RFP)

Eligibility

Applicants are limited to local county commissions/boards of commissioners to apply on behalf of juvenile courts within Georgia. High priority will be given to the eighteen (18) counties who commit the highest numbers of juveniles to the Department of Juvenile Justice (see Appendix A). The availability of funds is dependent on appropriations from the U.S. Department of Justice and the Georgia State Legislature. The Office reserves the right to reduce the amount of funds available based on government budgetary actions. The U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention, (CFDA 16.523 & 16.540) administers a portion of these funds at the national level.

Award Period

July 1, 2015 – June 30, 2016

Deadline

All applications are due at 5:00 p.m. on May 4, 2015

Award Amount

Up to \$750,000

Contact Information

For assistance with the requirements of this solicitation, contact:

Program: Matthew Pitts, Planner, at 404-657-2014 or Matthew.Pitts@cjcc.ga.gov
Finance: Reginald Boyd, Grants Specialist, at 404-657-2073 or Reginald.Boyd@cjcc.ga.gov

Release Date: April 2, 2015

2015 Juvenile Justice Incentive Grant Program Request for Proposals (RFP)

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Criminal Justice Coordinating Council

The Criminal Justice Coordinating Council (CJCC) is designated by the Governor of Georgia as the State Administering Agency for criminal justice and victims' assistance programs. Created by the General Assembly (O.C.G.A. § 35-6A-2), the Council is comprised of twenty-four members representing various components of the criminal justice system. CJCC is charged with fiscal oversight of the Juvenile Justice Incentive Grant Program.

Overview

In 2011, the Special Council on Criminal Justice Reform was formed to study Georgia's criminal justice system and was charged by Governor Nathan Deal with recommending policy changes. On December 18, 2012, the Council released their final report to the Governor:
<http://gov.georgia.gov/press-releases/2012-12-18/criminal-justice-reform-report-released>

"We know there's room for dramatic improvement in the results we see in the juvenile justice system." – Governor Nathan Deal

In keeping with Governor Deal's goal of increasing public safety through a more effective juvenile system, CJCC and the Juvenile Justice Incentive Grant Funding Committee offers this request for proposals seeking local juvenile justice projects that aim to reduce the number of youth served out of home. This goal can be realized by using available grant funds to develop programs that address the needs of youth who are typically committed to the Department of Juvenile Justice.

For Fiscal Year 2016, applicants are required to include evidence-based program models that have demonstrated a reduction in juvenile recidivism.

Applicants are encouraged to review the Office of Justice Program's Crime Solutions website to ensure that their juvenile intervention proposal has a methodical and measurable approach to reducing juvenile recidivism. This can be accessed at <http://www.crimesolutions.gov>. Specific required evidence-based interventions are listed on pages 13 and 14 of this application.

A summary of the year one program accomplishments can be found at this link:
http://cjcc.georgia.gov/sites/cjcc.georgia.gov/files/Juvenile%20Justice%20Evaluation%20Report%20FY2014_0.pdf.

Eligibility

Applicants are limited to local county commissions/boards of commissioners to apply on behalf of juvenile courts within Georgia.

High Priority will be given to applications that specifically formulate strategies to reduce the applicant county's annual felony commitment rate to the Department of Juvenile Justice and reduce the applicant county's annual number of Short Term Program admissions. High priority will be given to the eighteen (18) counties who commit the highest numbers of juveniles to the Department of Juvenile Justice (see Appendix A).

An eligible applicant must meet **all** of the following criteria:

- Be a public government entity;
- Serve as the fiscal agent for the grant and the point of contact to CJCC;
- Be responsible, liable, and oversee financial, program and post-award reporting requirements.

Applications to support juvenile court projects must be made by county commissions/boards of commissioners on behalf of the juvenile court. Moreover, all local units of government are required to be in compliance with the Georgia Service Delivery Strategy Act in order to be eligible for state-administered financial assistance.

For more information on Service Delivery Strategy visit the link below:

<http://www.dca.ga.gov/development/PlanningQualityGrowth/Pages/Regional/SDS.asp>

Grant Award Agreement

Grant Award Amount: Applicants are applying for one year of funding through this RFP. New Applicants are eligible to apply for a maximum of \$350,000 for this grant year. Continuation applicants are allowed to apply up to \$750,000 and are allowed to expand or enhance services under this solicitation.

Grant Award Period: *The grant award period is from July 1, 2015 through June 30, 2016. All new or enhanced services must be fully implemented within sixty (60) days of the grant award agreement beginning date. All continuation services must be fully implemented within thirty (30) days of the grant award agreement beginning date.*

Continuation Funding: A continuation proposal is required annually. *An initial award does not guarantee continued funding.* The annual submission allows grantees to improve or modify objectives or activities, as well as assess the performance of the previous year. Continuation grants are awarded to applicants that demonstrate the following:

1. Professional management of grant funds and compliance with administrative requirements;
2. Accurate and prompt submission of required program and financial data and reports;
3. Positive performance history with **achievement** of program goals and objectives; and
4. Cohesive continuation plan for their program.

Please note that continuation funding is contingent on several factors including achievement of goals, organizational capacity, performance history, contractual compliance, and availability of funds.

Modification of Funds

The Juvenile Justice Incentive Grant Funding Committee reserves the right to make changes to the application budget at the time of the grant award and will communicate any changes to the applicant. CJCC may negotiate all or part of any proposed budget after execution of the grant award agreement due to funding or program requirements provisions. If, during the term of the grant award period, the funds appropriated are reduced or eliminated by the Georgia State Legislature, the Juvenile Justice Incentive Funding Committee may immediately reduce or terminate the grant award by written notice to the grantee.

Reporting Requirements

CJCC requires that grantees comply with and fully participate in the financial, program, and evaluation reporting for this grant program.

Finance

This is a **reimbursement based grant**. CJCC may award *first-time recipients* an initial advance for the first three months of the grant cycle. However, subsequent to the first three months, the grant will continue on a reimbursement only basis. Grantees receiving continuation funds, are not entitled to receive an advance payment.

If awarded funds, each county will be required to establish proof of payment for all project expenses by submitting the appropriate documentation to CJCC for review; i.e., check/purchase requisitions, travel expenses forms, copies of check payments, invoices and /or receipts, etc.”

Subgrant Expenditure Report (SER): Monthly expenditure reports are due on or before the 15th of each month. Quarterly expenditure reports are due 15 days after the end of each quarter. Grantees are also required to maintain supporting documentation on file such as timesheets, equipment purchases, travel logs, supply purchases, inventory records, and consultant contracts. This documentation may be requested at any time.

Grantees must attend any scheduled grant management workshop (if required) prior to the release of grant funds.

Program

Grantees must submit programmatic reports on a monthly and/or quarterly basis as requested. Failure to submit programmatic reports in a timely fashion could result in the suspension or termination of grant funding.

Planning Period (New Applicants Only): In order to allow for the successful integration of evidence-based services into court operations, CJCC will allow a 2-month planning period as an option for **new** local projects. This will allow time for staff to be hired, trained, and contracts with service providers to be established. The planning period is optional and all new projects must be operational no later than **September 1, 2015**.

Final Report: A Final Report is due at the end of the grant award period. This report must be received and approved prior to the release of the final payment. The final report is due no later than July 30, 2016.

Evaluation: CJCC will conduct a study of each awarded program to determine effectiveness. Grantees will be held accountable for the following as it relates to program evaluation:

1. Collect, enter, and maintain participant-level implementation and outcome data monthly.
2. Data collection training and use of the Grants Management System (GMS).
3. Submit youth enrollment, activity attendance, and necessary reports to evaluator.
4. Grantee must participate as a focus site for evaluation.

Program Design

Purpose

In order to demonstrate potential cost-savings to taxpayers by incentivizing evidence-based options, the overarching goal of this offering is the reduction of felony commitments to the Department of Juvenile Justice and Short-Term Program sentences.

The purpose of this grant opportunity is to provide funding for local programs designed to serve youth in the community who would otherwise be committed to Georgia's Department of Juvenile Justice (DJJ). Applicants are encouraged to examine their local data from the previous fiscal year in order to understand the profiles of youth who were committed to DJJ before, and who, with appropriate community-based services, could be served at home.

Considerable evidence has been found to show that assessing each youth's risk of re-arrest can help with classifying youth for both appropriate levels/types of programming, as well as, the necessary intensiveness of services. Therefore, applicant counties will have the benefit of utilizing a standardized risk assessments to aid in decision-making. The instruments include, at a minimum, the Department of Juvenile Justice's Pre-Disposition Risk Assessment (PDRA), Detention Assessment Instrument (DAI), and/or Juvenile Needs Assessment (JNA).

Bolstering a continuum of community support services and supervision has been shown to reduce recidivism, while promoting a positive relationship between youth, their families, and the community. Support services may include family and community reintegration and prevention services, basic life skills, job skills & employment training, job placement, educational support, as well as providing mentoring and apprenticeship opportunities.

Communities applying for these funds will be expected to bring together system stakeholders, community leaders and residents to identify and access existing local resources for the development of a multifaceted response to prevent further penetration in the system. This community-focused planning approach will allow for the maximum usage of available community resources and ensure broad community support.

CJCC and the Juvenile Justice Incentive Grant Funding Committee ask that applicants fully describe how their project will reduce risk factors of participants through the use of an evidence model that addresses family engagement, reduces negative peer association, increases pro-social activities, and is tailored to the individual cognitive and maturational levels of their participants.

Program Requirements

Religion

Grantee programs may not promote, discuss, or teach religion. Program activities and services are required to be accessible to any interested participant, regardless of religious affiliation.

Federal Criminal Background Checks

All Grantees must conduct federal criminal background checks on all personnel who will have direct contact with youth served by the grant project. These background checks must take place prior to the provision of services by program personnel and the grantee must maintain a copy of these records for CJCC auditing purposes.

Internet Security Policy

CJCC requires all grantees to establish and enforce an Internet Security Policy when minor participants and/or staff have access (supervised or unsupervised) to the Internet. This includes any technology provided by CJCC funding and technology utilized by participants during a CJCC funded program component.

Other

Applicants must comply with all forms, assurances, and certifications attached to this RFP. Projects may not provide incentives (e.g., trophies/plaques, rewards for individual accomplishments, gift cards, gift certificates, gas cards, etc.). Items such as motivational tools, training aids, and educational materials may be purchased. These items must be provided to all participants. Projects are allowed to provide food/snacks to all participants as part of a “substantial work” activity.

Program Period

The initial grant award period is July 1, 2015 – June 30, 2016

Target Population

All youth receiving services from this grant award **MUST** score a medium to high on the Pre-Disposition Risk Assessment (PDRA).

Goals and Objectives

Each applicant must utilize the following goals and objectives for its project. Applicants may add additional goals or objectives specific to their program.

Goals

1. Reduce felony commitments to Department of Juvenile Justice and Short Term Program (STP) admissions in the target county.
2. Increase the use of evidence-based practices in Georgia's juvenile justice system by initiating community-based juvenile justice programs.
3. Reduce the recidivism rate of youth involved with Georgia's juvenile justice system.
4. Reduce annual secure detention rate of target county.
5. Reduce annual secure confinement rate of target county.
6. Demonstrate a cost-savings to citizens of Georgia through provision of research-informed services to youth in juvenile justice system.

Performance Objectives

All Projects

1. The DAI and PDRA will be used on all youth considered for grant funding with all scores reported in JTS or the Juvenile Data Repository when available. Additionally, grantees are encouraged to use the Juvenile Needs Assessment (JNA) on all youth considered for grant funding.
2. 100% of project participants will score a medium to high on the Pre Disposition Risk Assessment.
3. At least 75% of project participants will complete program requirements.
4. At least 55% of youth completing services will not re-offend as calculated using recidivism definition.
As defined by: A new charge (within 3 years of the initial post-adjudication community placement) which results in a juvenile court delinquency adjudication OR adult criminal court conviction.
5. Project will report cost-savings per youth by calculating average cost to provide targeted intervention subtracted from average cost to detain youth.

(Selected projects will be provided a marginal cost rate in order to perform this calculation).

Note: Performance targets will be used as a means to determine future award allocations and/or continuations.

PROPOSAL SUBMISSION INSTRUCTIONS

The application must be submitted electronically using the link on the Council's website at <http://cjcc.georgia.gov/funding-opportunities>. The application should be submitted via an adobe form. Application should include: application narrative, application budget request in Excel format, and application attachments with all signature pages. **All** of the aforementioned proposal documents are also required to be submitted electronically by scanning and uploading the documents to the online application. The application must follow the outline as described on **page 20** of this RFP, beginning with the application face sheet (Attachment A-1). The proposal package must be completed and submitted in accordance with RFP guidelines for submission.

Submission Date

Applications must be submitted by **5:00pm on May 4, 2015**. Only complete applications received by the deadline will be reviewed. Applications submitted after that date will be classified as late and may not be considered. **When an application is received by the Council, there is no commitment on the part of CJCC or the Juvenile Justice Incentive Grant Funding Committee to fund an application or to fund it at the amount requested.** All areas of the budget are subject to review and approval. Decisions related to these budget areas are based on both eligibility and reasonableness. The Juvenile Justice Incentive Grant Funding Committee has full discretion to determine the reasonableness of budget items based on both objective and subjective decision-making tools. See "Restrictions on Use of Funds" subsection below to determine whether budget items requested are allowable prior to submitting your budget. Applications for funding will undergo several reviews. At any point during these reviews, a decision not to fund a project or any part thereof may be made. These decisions are within the complete discretion of CJCC and the Juvenile Justice Incentive Grant Funding Committee.

Disqualification Factors

Any application electronically time-stamped after 5:00pm on the May 4, 2015 deadline will be regarded as late, excluding extenuating circumstances, and may not be considered for funding. It is the responsibility of the applicant to ensure the proposal is received by the specified deadline.

Additionally, CJCC may not consider funding any applicant that fails to comply with all application requirements. Disqualification factors may include any of the following:

- Failure to include application narrative, application budget, and application attachments;
- Failure to provide appropriate number of copies and format requested;
- Applicant is not a public government entity;
- Submission fails to include an original signature of the applicant's authorized official on the application face sheet; or
- Application lacks original signatures where appropriate.

Questions

CJCC asks that applicants direct all questions to Matthew Pitts, Planner. Applicants may reach Mr. Pitts by email Matthew.Pitts@cjcc.ga.gov, or by phone at (404) 657-2014. Although questions will be permitted until the date of the RFP submission, they will be answered subject to staff availability. As such, applicants are strongly encouraged to pose all questions as early as possible in the RFP process.

Performance Deliverables (New Projects)

<i>REPORTING PERIOD</i>	<i>PERFORMANCE REQUIREMENTS</i>	<i>DUE ON OR BEFORE THE FOLLOWING DATES</i>
Initial Allotment	<u>7/1/2015-9/1/2015:</u> <ul style="list-style-type: none"> Fully executed grant award agreement and attachments 	9/15/2015
FIRST PERIOD	<u>7/1/2015-10/1/2015:</u> <ul style="list-style-type: none"> Quarterly Progress Report-including performance objectives Attendance at CJCC Grant Management Workshop 	10/15/2015
SECOND PERIOD	<u>10/1/2015-1/1/2016 Reporting Period:</u> <ul style="list-style-type: none"> Quarterly Progress Report-including performance objectives 	1/15/2016
THIRD PERIOD	<u>1/1/2016-4/1/2016 Reporting Period:</u> <ul style="list-style-type: none"> Quarterly Progress Report-including performance objectives 	4/15/2016
FINAL PERIOD	<u>4/1/2016-6/30/2016 Reporting Period:</u> <ul style="list-style-type: none"> Quarterly Progress Report- including performance objectives 100% of program participants scored a medium to high on the PDRA 	7/15/2016

**For any deliverable not met and reported by the due date, a penalty may be imposed at the discretion of the Juvenile Justice Incentive Funding Committee.*

**Please be aware that Graduated Sanction Violations under DJJ's Probation Management Program (PMP) are included in overall STP/Felony Commit numbers. If said Violation resulted in an admission to RYDC it was included in the baseline target number in 2012 data and will be counted in this grant year's target number. Juvenile Courts & Department of Juvenile Justice staff are strongly encouraged to share this information with one another in order to measure potential impact.*

Performance Deliverables (Continuation Projects)

<i>REPORTING PERIOD</i>	<i>PERFORMANCE REQUIREMENTS</i>	<i>DUE ON OR BEFORE THE FOLLOWING DATES</i>
Grant Agreement	<u>7/1/2015-8/1/2015:</u> <ul style="list-style-type: none"> Fully executed grant award agreement and attachments 	8/15/2015
FIRST PERIOD	<u>7/1/2015-10/1/2015:</u> <ul style="list-style-type: none"> Quarterly Progress Report-including performance objectives Attendance at CJCC Grant Management Workshop 	10/15/2015
SECOND PERIOD	<u>10/1/2015-1/1/2016 Reporting Period:</u> <ul style="list-style-type: none"> Quarterly Progress Report-including performance objectives 	1/15/2016
THIRD PERIOD	<u>1/1/2016-4/1/2016 Reporting Period:</u> <ul style="list-style-type: none"> Quarterly Progress Report-including performance objectives 	4/15/2016
FINAL PERIOD	<u>4/1/2016-6/30/2016</u> <ul style="list-style-type: none"> Quarterly Progress Report- including performance objectives <p>100% of program participants scored a medium to high on the PDRA</p>	7/15/2016

*For any deliverable not met and reported by the due date, a penalty may be imposed at the discretion of the Juvenile Justice Incentive Funding Committee.

**Please be aware that Graduated Sanction Violations under DJJ's Probation Management Program (PMP) are included in overall STP/Felony Commit numbers. If said Violation resulted in an admission to RYDC it was included in the baseline target number in 2012 data and will be counted in this grant year's target number. Juvenile Courts & Department of Juvenile Justice staff are strongly encouraged to share this information with one another in order to measure potential impact.*

PROPOSAL NARRATIVE

The following information provides a description of necessary components to be contained in the narrative portion of your proposal. Limit the narrative to eleven (11) pages and use the outline format described in this section. The narrative is a detailed statement of the work to be undertaken and answers who, what, when, where, why, and how statements about the grant proposal. **CJCC requires that applicants restate and number each Narrative Section followed by the response.**

1. Statement of Need/Summary (½ page)

Provide a clear and concise statement of need, including the following:

- a. Statement of the community problem

For the purpose of this RFP applicants are instructed, **at a minimum**, to use each of the following metrics as justification of need for programming for fiscal year 2015:

- At-Risk Population
- New Instances of Secure Detention (RYDC)
- Cases Resulting in Commitment to DJJ
- New Instances of Confinement in Secure Juvenile Correctional Facilities (YDC)

This information for each county can be found at:

<http://juveniledata.georgia.gov/DataReports.aspx?report=RRIDataEntryReport>

*Please use 2013 or the latest data available

- b. A description of how the problem relates to the mission of the implementing agency.
- c. Overview of the Target Population to be served.
- d. Description of the chosen evidence-based intervention for proposal and why it was selected.
- e. Brief description of the activities requesting CJCC funds.

2. Administration (½ page)

- a. Name the implementing agency. Provide a brief description of the implementing agency. Name the applicant and fiscal agents, if these agencies are different from the implementing agency. The **fiscal agent must be a county commission/board of commissioners.**
- b. List the agency's qualifications and experience with managing grants.
- c. List the Community Partners and their description and contribution, if any, to the proposed program.
- d. After the initial allotment, this grant will transition to a reimbursement-only grant. Does the fiscal agent have the ability to maintain a positive cash-flow once reimbursements are provided on a quarterly basis?

3. Target Population (½ page)

Provide a detailed description of the clearly defined target population to be served in the grant period, including the following:

- a. Target group/age range: a) middle school; b) high school; or c) both middle and high schools;
- b. How and Why Target Population was selected?
- c. Number of projected youth to be served;
- d. Gender: a) male only; b) female only; or c) male and female;
- e. County or counties to be served;
- f. Other demographics, including at-risk population(s); and
- g. List assessment instruments to be used for selected target population and how they will be used to screen youth.

(More fully described in Section 4.d. regarding Intake).

4. Methods and Procedures (6 pages)

Service Delivery

- a. Describe the overall format and design of the program, addressing the following:
 - Program type (i.e., Youth Reporting Center, community-based, school-based, or other);
 - Program time (i.e., during school hours, after school, weekends, summer, and/or year-round);
 - Program frequency (i.e., the number of times the program is implemented or, in other words, the number of program cycles);
 - Program duration (i.e., the length of the program in days, weeks, and/or months);
 - Program hours (i.e., the minimum number of program hours per youth).
- b. Complete the Program Timeline (Attachment A-2). Provide a detailed timeline from July 1, 2015 –June 30, 2016 of planned grant activities including, but not limited to, program start and end dates for each site, special events, and planning, and planning period activities.
- c. List the specific site(s) where programming will occur (i.e., the site name and the street address). Please describe how the proposed program site is a safe and conveniently accessible location for youth and parents to receive services. Attach any Memorandum(s) of Understanding for sites not under the jurisdiction of the applying or implementing agency (Attachment A-3).
- d. Fully describe the intake process. List the criteria to determine which individuals will be offered program services. Applicants must provide a detailed description of how the DJJ Detention Assessment Instrument (DAI), Pre-Disposition Risk Assessment (PDRA), and Juvenile Needs Assessment (JNA) will be utilized to ensure consistency and uniformity in decision-making.

Applicants must provide a detailed description of how the Pre-Disposition Risk Assessment (PDRA) will be utilized to ensure consistency and uniformity in decision-making. More information can be found at the following:

<http://www.djj.state.ga.us/Policies/DJJPolicies/Chapter20/DJJ20.11DetentionDecision.pdf>

- e. Describe how parental consent is obtained for youth to participate in the program. Explain if additional information (e.g., intake form, participant application, and/or needs assessment) is obtained for a youth to be enrolled in the program.
- f. Describe the services and supports provided to **all** individuals in the target population using CJCC grant funds and which agencies will provide these services.

Continuation applications should continue to report on the evidence-based interventions implemented in Year Two. If applicant plans to make a change to a different intervention in Year Three, please detail this change and why it is being made. Applicants switching interventions **MUST** select an intervention from the table below. Applicants who are starting a new EB service will be allowed a 2 month implementation period for that service, if needed. Continuation applications are allowed to continue current interventions in Year Three if they so choose.

- State the proposed primary curriculum or evidence-based interventions that will be employed during this grant period. Describe how this will be implemented.

New applicants must select an evidence-based intervention that has been shown to be effective, from the list below:

Evidence Based Interventions:

<p>Seven Challenges (7C)</p>	<p>The seven challenges program is designed specifically for adolescents with drug problems, to motivate a decisions and commitment to change- and to support success in implementing desired change. The program simultaneously helps young people address their drug problems as well as their co-occurring life skill deficits, situational problems, and psychological problems.</p> <p>The challenges provide a framework for helping youth think through their own decisions about their lives and their use of alcohol and other drugs. Counselors using The Seven Challenges Program teach youth to identify and work on the issues most relevant to them. In sessions, as youth discuss the issues that matter most, counselors seamlessly integrate the Challenges as part of the conversation.</p>
<p>Aggression Replacement Training (ART)</p>	<p>Aggression Replacement Training® concentrates on development of individual competencies to address various emotional and social aspects that contribute to aggressive behavior in youths. Program techniques are designed to teach youths how to control their angry impulses and take perspectives other than their own. The main goal is to reduce aggression and violence among youths by providing them with opportunities to learn pro-social skills in place of aggressive behavior.</p>

Brief Strategic Family Therapy (BSFT)	Brief Strategic Family Therapy (BSFT) is a family-based intervention designed to prevent and treat child and adolescent behavior problems. The goal of BSFT is to improve a youth's behavior by improving family interactions that are presumed to be directly related to the child's symptoms, thus reducing risk factors and strengthening protective factors for adolescent drug abuse and other conduct problems. BSFT targets children and adolescents who are displaying—or are at risk for developing—behavior problems, including substance abuse.
Functional Family Therapy (FFT)	Functional Family Therapy is a short-term (approximately 30 hours), family-based therapeutic intervention for delinquent youth at risk for institutionalization and their families. FFT is designed to improve within-family attributions, family communication and supportiveness while decreasing intense negativity and dysfunctional patterns of behavior. Parenting skills, youth compliance, and the complete range of behavior change (cognitive, emotional, and behavioral) domains are individualized and targeted for change based on the specific risk and protective factor profile of each family.
Multi-Systemic Therapy (MST)	Multi-systemic Therapy® is an intensive family- and community-based treatment that addresses the multiple causes of serious antisocial behavior in juvenile offenders. The MST program seeks to improve the real-world functioning of youth by changing their natural settings - home, school, and neighborhood - in ways that promote pro-social behavior while decreasing antisocial behavior. Therapists work with youth and their families to address the known causes of delinquency on an individualized, yet comprehensive basis. By using the strengths in each system (family, peers, school, and neighborhood) to facilitate change, MST addresses the multiple factors known to be related to delinquency across the key systems within which youth are embedded.
Thinking 4 Change (T4C)	Thinking for a change is a cognitive-behavioral curriculum developed by the National Institute of Corrections that concentrates on changing the Comprehensive thinking of offenders. T4C is a cognitive-behavioral therapy (CBT) program that includes cognitive restructuring, social skills development, and the development of problem- solving skills.

- State and describe any other developmental activities program participants will receive in addition to the curriculum or intervention listed above. Explain how each of these developmental activities will be implemented.
- Insert a chart that indicates the activity, the type of activity, and the number of hours per activity per youth that will be supported, in whole or part, by these grant funds.

- An example chart follows:

Activity	Type	Number of Hours per Youth*
Primary Evidence-Based Juvenile Justice Intervention	Multi-Systemic Therapy	6
Developmental	Connections	3
Developmental	Enrichment Activities	1
Developmental	Tutoring	2
Total Program Hours Per Youth		12

*Approximate

* Secondary activities (i.e. electronic monitoring) and interventions will be considered part the applicants 30% administrative cost

- Describe the CJCC grant-funded services provided to youth in the target group who may or may not be receiving intensive services, if applicable.
- Describe the parent involvement and/or community awareness activities provided using CJCC grant funds, if applicable.

Staffing

- Describe the primary roles and responsibilities for each grant-funded position. Attach a job description for each position discussed (Attachment A-4).
- Explain the plan for orientation and training of grant-funded staff.

5. Goals, Objectives, and Evaluation (2 pages)

- List the required program goals as outlined in the RFP. List any additional program goals in a clearly defined and measurable manner.
- List the required program objectives as outlined in the RFP. List any additional program objectives in a clearly defined and measurable manner.
- Explain fully how all stated goals and objectives will be reached and evaluated.
- Explain how they currently collect data on youth served and how they plan to expand this collection to include source of referral information.

6.Sustainability (1 page-Continuation Applications Only)

- a. Describe the specific activities that will take place during this upcoming grant period to ensure sustainability.
- b. List the current funding sources and amount of funding for your organization.
- c. Identify potential state, federal, and or/private funding streams for program support.
- d. Identify any staff or volunteers that have assigned, dedicated efforts towards sustainability.
- e. Identify potential ways to increase current evidence-based service capacity for target population.
- f. Describe any local actions taken to specifically support evidence-based services

7. Previous Accomplishments (1/2 page)

Provide a detailed description of any previous successful interventions or grant funding received for similar programs. Include a detailed summary of activities, number/percent of youth served to-date, and supporting data to demonstrate whether or not the project objectives and goals were met.

If problems were encountered in previous grants or objectives were not fully achieved, please provide a full description detailing issues and corrective action(s) taken to address. This information is an essential component of all applications.

FISCAL RESPONSIBILITY & PROPOSAL BUDGET WORKSHEET

The applicant agency must provide an adequate accounting system (see Accounting System/Internal Control Questionnaire) described in Forms, Assurances, and Certifications, and should meet the following criteria as outlined below:

1. Accounting records provide information needed to identify each grant awarded (State, Federal, Local Government, and Private) to applicant by identifying the receipt of funds for each grant and the expenditure of funds for each grant award;
2. Entries in accounting records refer to subsidiary records and/or documentation which support the entry and can be readily located;
3. The accounting system provides accurate and current financial reporting information; and
4. The accounting system integrates with an adequate system of internal controls to safeguard the funds and assets covered, check the accuracy and reliability of accounting data, promote operational efficiency, and encourage adherence to prescribed management policies.

Proposal Budget Worksheet: Complete the Budget workbook (Attachment A-8). The Excel workbook contains a budget summary for the applicant. The budget summary must provide computation of requested funds and justification of costs in relation to activities. A detailed

budget narrative should be submitted for clarity of expenses requested in the different budget categories. Applicants must provide details on each cost item in the budget. For example, if an applicant includes a cost item for “Speaker Contracts,” the applicant must describe what the purpose is, who the speaker is, what event is happening, and a justification of including this cost and value-add to the grant.

Grantees are responsible for obtaining and executing necessary agreements with partners or contractors providing services under this agreement. Documentation and copies of agreements can be requested by CJCC at any time during the contract period. A maximum limit of 30% on indirect costs will be permitted. The following is a brief list of common indirect costs and costs that will need to be justified as direct costs:

Indirect Costs:

- Grants Manager
- Finance Director/Accountant/Bookkeeper
- Trainer
- Bookkeeping costs
- Financial and/or programmatic audit costs
- Rent and/or mortgage on administrative offices
- Utilities on administrative offices
- Office supplies for staff
 - Pens, paper, etc.
- Insurance
- Employee travel to grantee trainings
- Printing
- Meeting Expenses
- Copier
- Postage
- Vehicle Maintenance
- Background Investigations

Costs that will require justification to be considered direct service:

- Trainings
- Conferences
- Travel
 - Outside of direct service travel
- Equipment
- Administrative Staff and Supervisors
 - Who also provides direct service
 - Supervision of any staff is not direct service, only hands-on work with community
- Volunteers
- Copier
 - Use of the copier for direct service
- Cell phones for direct service employees requiring travel
- Meeting expenses for outreach and awareness activities
- Any direct services interventions that are not listed on the chart on pages 13 and 14.

Allowable and Unallowable Costs: A list of allowable and unallowable costs is provided at the back of the budget workbook. Examples of allowable expenses are defined under the budget categories.

Supplanting

Funds must be used to supplement existing funds for program activities and cannot replace or supplant funds that have been appropriated for the same purpose.

APPLICATION ATTACHMENTS: APPLICATION FORMS, ASSURANCES, CERTIFICATIONS, AND FINANCIAL STATEMENTS

The applicant is required to comply with the following as described in the RFP attachments. The grantee will be responsible for ensuring that any service delivery partners comply with the following forms applicable to the partner.

- A-2 **Program Timeline:** A detailed timeline of grant activities.
- A-3 **Memorandum(s) of Understanding:** Signed agreement(s) between the applying agency and program site(s) not under the jurisdiction of the applying agency, if applicable.
- A-4 **Job Descriptions:** Job description for each grant-funded position.
- A-5 **Forms, Assurances, and Certifications:** To certify intent to comply with all of the following, the chief executive officer of the applying agency must review, complete, sign, and submit all of the following forms:
 1. Questionnaire Accounting and Financial Capability Information
 2. Non-Supplanting Certification
 3. Service Delivery Strategy Act Compliance Certification
 4. Immigration and Security Form
 5. Child Abuse Reporting, Background Investigation, Internet Security Policy Requirements
- A-6 **Budget Worksheet:** Submit budget detail worksheet electronically.

Application Review

The Juvenile Justice Incentive Grant Funding Committee will review all eligible applications. The Juvenile Justice Incentive Grant Funding Committee will not review incomplete applications and CJCC will not permit applicants to add information to their application after submission, unless clarification or additional information is requested.

POST-AWARD REQUIRED ACTIVITIES

Applicants are strongly encouraged to include costs that might be associated with the required and non-required activities (e.g., travel, lodging, food, etc.) within their proposed budgets.

CJCC Grant Management Workshop

If an applicant is awarded a grant, grantee may be required to attend a CJCC grant management workshop.

Site Visits

CJCC staff may conduct a fiscal and/or programmatic site visit to each grantee during the grant period. Additional visits may be conducted, but each grantee will have at least one visit from CJCC staff during the grant year. Site visits will be scheduled with the grantee in advance. Site visits will be conducted to monitor the program for progress, implementation, adherence to outcomes, and to view program and financial documents.

Additional Training, Technical Assistance, and Events

CJCC will offer a number of non-mandatory post-award training and technical assistance opportunities and special events.

Grantees will be informed of events via e-mail, and the events will be posted on the CJCC website. CJCC staff also will give ongoing, individual technical assistance and other support activities to grantees as needed or requested throughout the year.

Application Submission Instructions**Disqualification Factors:**

- Applicant is not a public government entity
- Submission fails to be electronically time-stamped by the deadline date
- Submission fails to include the original signature of the executive officer of the applicant on the application face sheet
- Application lacks original signatures where appropriate

Format:

- Number of every page submitted as part of your application
- Use type that is 12-point font size and one inch margins
- The application narrative should be typed on white paper that is 8 ½ x 11 inches
- Include a footer identifying the applying agency
- Adhere to page limits
- Application documents should be in word, PDF, or excel format with the exception of the Memorandum of Understanding (MOU).
- Applicants must restate and number each proposal narrative question followed by the response

Application:

Use the table below to ensure that all requested information is included and your documents are appropriately named and saved as a word or excel document.

Required Application Document	Maximum Page Limit	Applicant Checklist (Y/N)
A-8 Proposal Narrative:	11	
A. Statement of Need/Summary	½	
B. Administration	½	
C. Target Population	½	
D. Methods and Procedures	6	
E. Goals, Objectives, and Evaluation	2	
F. Sustainability	1	
G. Previous Accomplishments	½	
Application attachments: A-2 Program Timeline A-3 Memorandum(s) of Understanding (Word or PDF Format) A-4 Job Descriptions A-5 Forms and Assurances A-6 Budget Worksheet A-7 Budget Narrative	N/A	



GRANT PROCESSING REQUEST FORM

DATE: 04/13/15				
DEPARTMENT: Enotah Judicial Circuit				
GRANT PROGRAM: FY-2015 Juvenile Justice Incentive Grant Program				
GRANTING AGENCY: Criminal Justice Coordinating Council				
CFDA # (If Federal Grant): N/A				
PROGRAM TITLE: Enotah Family Therapy Grant Program				
FUNDING REQUEST:				
FEDERAL	STATE	LOCAL MATCH	OTHER	TOTAL REQUEST
100,000.00	0.00	0.00	0.00	\$ 100,000.00
IF LOCAL MATCH IS REQUIRED, ARE FUNDS AVAILABLE IN DEPARTMENT BUDGET? Y/N N/A				
INDIRECT COSTS? Y/N Yes		AMOUNT: \$ 10,000.00		
REIMBURSEMENT GRANT: Y/N Yes.				
PROJECT DIRECTOR: Amy Gibby-Rosser				
PHONE: (706) 896-4131		FAX: (706) 896-6628		E-MAIL: argibby@townscountyschools.org
DEPARTMENT DIRECTOR OR DESIGNEE APPROVING SUBMISSION: Amy Gibby-Rosser		SIGNATURE: 		DATE: 4/13/15
REVIEWED & APPROVED BY FINANCE: Mark French		SIGNATURE: 		DATE: 4-13-2015

Memorandum of Agreement/Commitment

This memorandum is to verify the terms of an agreement between the **Enotah Judicial Circuit, Lumpkin County Board of Commissioners (Applying Agency) and The Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners** to conduct activities for the Enotah Judicial Circuit's Juvenile Justice Project.

Under this agreement, The Enotah Judicial Circuit agrees to conduct the activities described below:

- **Enotah Judicial Circuit** agrees to promote the reduction of felony commitments and short term placements among youth in the Enotah Circuit.
- **Enotah Judicial Circuit** agrees to provide information and resources to White, Lumpkin, Towns, and Union Counties in order to conduct the programs and activities within the circuit.

Under this agreement, Lumpkin County Board of Commissioners agrees to conduct the activities described below:

- **Lumpkin County Board of Commissioners** agrees to act as Fiscal Agent for the said grant.
- **Lumpkin County Board of Commissioners** agrees to certify all required reports for GOCF.
- **Lumpkin County Board of Commissioners** agrees to provide communication about programs and activities updates to necessary stakeholders.

Under this agreement, the Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners agrees to conduct the activities described below:

- **The Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners** agrees to work in partnership with Lumpkin County Board of Commissioners to provide information and documentation necessary for the said grant.
- **The Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners** agrees to provide fingerprint and background checks for all incoming staff.
- **The Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners** agrees to provide ongoing communication about the program progress and activity.

This memorandum verifies agreement between the Enotah Judicial Circuit, Lumpkin County Board of Commissioners, and the Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners to conduct the activities encompassed by this agreement and described by the project proposal in the project's first year of operation as it may be funded and in subsequent years as the project may be funded and/or continued.

Designated Signatures

Judge Gerald Bruce
Juvenile Court Judge, Enotah Circuit

Date

Authorized Designee
Lumpkin County Board of Commissioners

Date

Authorized Designee
Towns County Commissioner's Office

Date

Authorized Designee
Union County Commissioner's Office

Date

Authorized Designee
White County Board of Commissioners

Date



JUVENILE COURTS
ENOTAH JUDICIAL CIRCUIT

GERALD W. BRUCE, Judge

325 RILEY ROAD, ROOM 223
DAHLONEGA, GA 30533

TELEPHONE: (706) 864-8770
FACSIMILE: (706) 867-7996

14 April 2015

To: Lumpkin County Board of Commissioners

Re: Enotah Family Therapy Program Grant

Dear Commissioners:

During the past year, your agreement to serve as fiscal agent for the Enotah Family Therapy Program grant has meant that \$100,000.00 in costs otherwise chargeable to the counties of our Circuit for alternatives to detention in delinquency cases. We now have the opportunity to receive a supplemental grant to assist in further defraying costs and to allow the provision of more services to our juveniles and their families.

As you may recall, we are using these funds to address by family therapy the root problems that cause many of our youth to commit crimes which may require detention in a secure facility. Detention is useful for short term personal and property protection, and to secure the attendance of youth at hearings where they have a history of flight risk, but does not provide long-term success for youth. In fact, the more often a youth is detained, the more likely he is to continue delinquent and adult criminal behavior.

We hope that by addressing the underlying causes of delinquent behavior, we will be helping to build stable families for our Circuit and avoid costly delinquency and criminal interventions. I hope that you will give your approval to act as fiscal agent for our grants. If you have any questions on this or any subject dealing with juvenile court, you may reach me at any time by email at enotahjuvenilecourt@gmail.com or on my cell phone at 706-892-8865.

Sincerely,

Gerald Bruce

Attachment A-2

State of Georgia – Criminal Justice Coordinating Council Juvenile Justice Inventive Grant Program

Program Timeline

Applicant Agency: Lumpkin County Board of Commissioners

Month	Grant Activities
July 2015	<ul style="list-style-type: none">• Enotah Circuit Committee meeting. Examination of program evaluation data and revisions of program practices and procedures to improve implementation of services• MDFT required site visit and third year continuation training• LIPT/Interagency Council meeting• Life Skills for juveniles and families• MDFT Services
Aug 2015	<ul style="list-style-type: none">• Enotah Circuit Committee meeting• LIPT/Interagency Council meeting• Meeting with Tutors/Mentors• Meetings with Community Partners for services Component• Life Skills for juveniles and families• MDFT Services
Sept 2015	<ul style="list-style-type: none">• Enotah Circuit Committee meeting• LIPT/Interagency Council meeting• Meeting with Tutors/Mentors• Meetings with Community Partners for services Component• Life Skills for juveniles and families• MDFT Services
Oct 2015	<ul style="list-style-type: none">• Enotah Circuit Committee meeting• LIPT/Interagency Council meeting• Meeting with Tutors/Mentors• Meetings with Community Partners for services Component• Life Skills for juveniles and families• Quarter 1 Review of Exit/Discharge Survey results• MDFT Services
Nov 2015	<ul style="list-style-type: none">• Enotah Circuit Committee meeting• LIPT/Interagency Council meeting• Meeting with Tutors/Mentors• Meetings with Community Partners for services Component• Life Skills for juveniles and families

Month	Grant Activities
	<ul style="list-style-type: none"> • MDFT Services
Dec 2015	<ul style="list-style-type: none"> • Enotah Circuit Committee meeting • Mid Year Evaluation and data compiled • LIPT/Interagency Council meeting • Meeting with Tutors/Mentors • Meetings with Community Partners for services Component • Life Skills for juveniles and families • MDFT Services
Jan 2016	<ul style="list-style-type: none"> • Enotah Circuit Committee meeting • Mid Year Goals Reviewed • LIPT/Interagency Council meeting • Meeting with Tutors/Mentors • Meetings with Community Partners for services Component • Life Skills for juveniles and families • Quarter 2 Review of Exit/Discharge Survey results • MDFT Services
Feb 2016	<ul style="list-style-type: none"> • Enotah Circuit Committee meeting • LIPT/Interagency Council meeting • Meeting with Tutors/Mentors • Meetings with Community Partners for services Component • Life Skills for juveniles and families • MDFT Services
March 2016	<ul style="list-style-type: none"> • Enotah Circuit Committee meeting • LIPT/Interagency Council meeting • Meeting with Tutors/Mentors • Meetings with Community Partners for services Component • Life Skills for juveniles and families • MDFT Services
April 2016	<ul style="list-style-type: none"> • Enotah Circuit Committee meeting • LIPT/Interagency Council meeting • Meeting with Tutors/Mentors • Meetings with Community Partners for services Component • Life Skills for juveniles and families • Quarter 3 Review of Exit/Discharge Survey results • MDFT Services

Month	Grant Activities
May 2016	<ul style="list-style-type: none">• Enotah Circuit Committee meeting• LIPT/Interagency Council meeting• Meeting with Tutors/Mentors• Meetings with Community Partners for services Component• Life Skills for juveniles and families• MDFT Services
June 2016	<ul style="list-style-type: none">• Enotah Circuit Committee meeting• LIPT/Interagency Council meeting• Meeting with Tutors/Mentors• Meetings with Community Partners for services Component• Life Skills for juveniles and families• Program Review• MDFT Services

Attachment A-4

State of Georgia – Governor’s Office for Children and Families

Justice Grant Program

Job Descriptions for Grant-Funded Staff

Family Therapy Coordinator: Will be responsible for working with the individual youth and his or her family to provide Multidimensional Family Therapy. Family Therapist will work closely with the Family Case manager, host site, and partners and provide all required documentation to the grant manager. Coordinator must hold master's level degree in human services or related field, licensed eligible preferred.

Family Case Manager: Will be responsible for working with the Family Therapy Coordinator to manage services for youth and their families through LIPT. The case manager will be responsible for collaborating with members of the task force and grant manager and managing all required program documentation. Case manager must hold a bachelor's degree in human services or related field.

Finance Director/Accountant: Will be responsible for managing the projects financial accounting, monitoring and reporting systems, including cash flows, quarterly reports, and end of year close out reporting.

Grant Manager: Will be responsible for overseeing the planning, communication, implementation, and evaluation of the program. Must hold at least a bachelor’s degree from an accredited university and have a minimum of one year of experience working in or managing grant awards.

FY15 Budget Narrative Attachment A-7

G. Consultants/Contracts \$97,623

Consultant Fees: \$84,623

Lumpkin/White Family Therapy Coordinator: \$26,000

\$25 per hour for 20 hours per week for 52 weeks providing Multi-Dimensional Family Therapy

Towns/Union Family Therapy Coordinator: \$26,000

\$25 per hour for 20 hours per week for 52 weeks providing Multi-Dimensional Family Therapy

Lumpkin/White Family Case Manager: \$26,520

\$17 per hour for 30 hours per week for 52 weeks providing case management for program families.

Consultant Expenses: \$6103

Includes Travel Costs for Contracted MDFT staff

Monthly Staff Meetings to be held in one of the four counties served in the Enotah Circuit (Lumpkin, Towns, Union, & White) Estimated 50 miles per month x \$0.555/miles x 4 people x 12 months

Travel to Required Grant Trainings in Forsyth, GA Estimated 160 miles roundtrip x \$0.555 per mi x 2 trips

Travel for Multidimensional Family Therapy Service Implementation within the four Enotah Circuit Counties. Average of 35 mi per week @ \$.555/mi for 52 weeks x 3 staff

Lodging and registration for trainings and workshops. Average of \$350 x 3 for registration and \$150 x 2 nights x 1 room = \$300

Contracts: \$13,000

Includes costs:

Multidimensional Family Therapy Supervision Services for 12 months \$5,000

Grants Manager calculated at \$20 per hour for 6 hours per week for 50 weeks totals \$6000

Financial Management Operations calculated at \$20 per hour for 2 hours per week for 50 weeks \$2000

H. Other Costs \$2,377

Audit Costs – allotted \$250 amount is based on total audit cost of \$800 for fiscal agent, plus allotment for any increase next year.

Prepaid Phone Monthly Service Fees- Phones are provided to MDFT staff to manage and track all contact made with participating program families. Cost is calculated at \$35 per month for 12 months x 4 phones totaling \$1,680

Office Supplies (Indirect Costs) – based on an average usage of \$57 worth of supplies uses per month for 12 months totaling \$447.

Attachment A-4

State of Georgia – Governor’s Office for Children and Families

Justice Grant Program

Job Descriptions for Grant-Funded Staff

Position: Family Therapy Coordinator

Qualifications: Masters in Human Services or Related Field required, licensed eligible preferred.

Additional Qualifications:

- Competence in basic clinical skills (e.g., attending and listening, exploring thoughts and feelings, therapeutic questioning)
- Training in family therapy and experience with adolescents and families preferred but not required
- Willingness to work in the homes of adolescents and their families
- Optimism about youth and parent potential to make positive change
- Comfortable working in close emotional proximity to youth and parents
- Capacity to see behavior in contextual and developmental terms
- Nonpunitive and nonjudgmental toward youth and parents
- Energetic, persistent, and resilient – an outcome-oriented attitude
- Desire to improve clinical skills and outcomes; seeks professional challenges and growth
- Willing to implement a manualized, evidence-based model

Purpose: Will be responsible for working with the individual youth and his or her family to provide Multidimensional Family Therapy. Family Therapist will work closely with the Family Case manager, host site, and partners and provide all required documentation to the grant manager.

Duties:

- Provide individual and/or family therapeutic intervention throughout the year.
- Maintain Program Documentation.
- Develop and Apply a comprehensive, individualized Treatment Plan in conjunction with client and their family.
- Implement assessment and evaluation of client needs.
- Coordinate with Juvenile Court Judge and the Enotah Circuit; Towns, Union, White, and Lumpkin County Family Connection; and the Interagency Councils, as applicable. .
- Ensure program compliance with the Enotah Circuit, Family Connection, Lumpkin County Board of Commissioners, County Commissioners, as applicable, and any organization granting dollars to the program.
- Complete all reports required by Governor’s Office for Children and Families.
- Attend any and all meetings assigned.
- Travel as needed for purposes of the Juvenile Justice Grant Program.
- Any other duties as assigned by the Grant Manager and Family Connection Coordinator(s).

Attachment A-4

State of Georgia – Governor's Office for Children and Families

Justice Grant Program

Job Descriptions for Grant-Funded Staff

Position: Family Case Manager

Qualifications: Bachelor's Degree in Human Services or related field.

Additional Qualifications:

- Knowledge about educational, judicial, health care, and other social service systems in the community
- Respectful toward youth and parents; nonpunitive and nonjudgmental toward both youth and parents
- Energetic and driven by a "do-what-it-takes" attitude and follow-through
- Team-oriented; comfortable working as part of a team and willing to take direction from the therapists on the team
- Well organized
- Takes initiative
- Computer Skills
- Willing to work in the homes and community

Purpose: Will be responsible for working with the Family Therapy Coordinator to manage services for youth and their families through LIPT. The case manager will be responsible for collaborating with members of the task force and the grant manager.

Duties:

- Maintain Program Documentation.
- Implement assessment and evaluation of client needs.
- Coordinate with Juvenile Court Judge and the Enotah Circuit; Towns, Union, White, and Lumpkin County Family Connection; and the Interagency Councils, as applicable. .
- Ensure program compliance with the Enotah Circuit, Family Connection, Lumpkin County Board of Commissioners, County Commissioners, as applicable, and any organization granting dollars to the program.
- Complete all reports required by Governor's Office for Children and Families.
- Referral of resources, as needed, for client and family services.
- Attend any and all meetings assigned.
- Travel as needed for purposes of the Juvenile Justice Grant Program.
- Any other duties as assigned by the Grant Manager and Family Connection Coordinator(s).

Memorandum of Agreement/Commitment

This memorandum is to verify the terms of an agreement between the **Enotah Judicial Circuit, Lumpkin County Board of Commissioners (Applying Agency) and The Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners** to conduct activities for the Enotah Judicial Circuit's Juvenile Justice Project.

Under this agreement, The Enotah Judicial Circuit agrees to conduct the activities described below:

- **Enotah Judicial Circuit** agrees to promote the reduction of felony commitments and short term placements among youth in the Enotah Circuit.
- **Enotah Judicial Circuit** agrees to provide information and resources to White, Lumpkin, Towns, and Union Counties in order to conduct the programs and activities within the circuit.

Under this agreement, Lumpkin County Board of Commissioners agrees to conduct the activities described below:

- **Lumpkin County Board of Commissioners** agrees to act as Fiscal Agent for the said grant.
- **Lumpkin County Board of Commissioners** agrees to certify all required reports for GOCF.
- **Lumpkin County Board of Commissioners** agrees to provide communication about programs and activities updates to necessary stakeholders.

Under this agreement, the Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners agrees to conduct the activities described below:

- **The Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners** agrees to work in partnership with Lumpkin County Board of Commissioners to provide information and documentation necessary for the said grant.
- **The Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners** agrees to provide fingerprint and background checks for all incoming staff.
- **The Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners** agrees to provide ongoing communication about the program progress and activity.

This memorandum verifies agreement between the Enotah Judicial Circuit, Lumpkin County Board of Commissioners, and the Towns County Commissioner's Office, the Union County Commissioner's Office, and the White County Board of Commissioners to conduct the activities encompassed by this agreement and described by the project proposal in the project's first year of operation as it may be funded and in subsequent years as the project may be funded and/or continued.

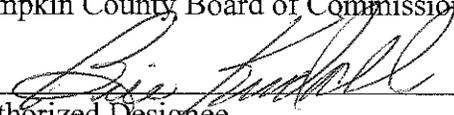
Designated Signatures

Judge Gerald Bruce
Juvenile Court Judge, Enotah Circuit

Date

Authorized Designee
Lumpkin County Board of Commissioners

Date



Authorized Designee
Towns County Commissioner's Office

Date
4/15/15

Authorized Designee
Union County Commissioner's Office

Date

Authorized Designee
White County Board of Commissioners

Date

Designated Signatures

Judge Gerald Bruce
Juvenile Court Judge, Enotah Circuit

Date

Authorized Designee
Lumpkin County Board of Commissioners

Date

Authorized Designee
Towns County Commissioner's Office

Date



Authorized Designee
Union County Commissioner's Office

Date

Authorized Designee
White County Board of Commissioners

Date

PROPOSAL NARRATIVE

1. Statement of Need/Summary (½ page)

The Enotah Judicial Circuit is located in Northeast Georgia and is comprised of Towns, Union, Lumpkin, and White Counties. According to the most recent Juvenile Justice County Profiles, the circuit's total at risk population of youth, ages 0-16, was 16,399 (2011). New instances of secure detention in the circuit were 61. Cases resulting in commitments were 8 in 2012, which is an increase of 3 from 2011. New instances of confinement in secure juvenile correctional facilities (YDC) were 6 (2012). The intake number of unique youth served through the court system was 446 (2012), which is an increase from the previous year. Of that total, 68% were male and 32% were female. 48% of the total intakes were juveniles between the ages of 13-15 years old. Of the offense types assessed, there were common traits among the circuit, specifically in the areas of drugs and property. Other offense types assessed were public order, status, and violent. Determination for intake cases led to 9 short term placements and 19 Commitments. Juveniles who did not receive short term placement or commitments were diverted or probated (juveniledata.georgia.gov). Key interviews were held with three Department of Juvenile Justice (DJJ) employees, the Enotah Juvenile Court Judge, and Commissioners in the circuit. All interviewed discussed substance abuse and violence as top concerns among our Juveniles. DJJ shared the importance of keeping this project because of the positive change it has brought in families this year. This proposed project is to reduce short term placements and felony commitments. The groups targeted for outreach through this project are those at high risk of being committed, charged to short term placement, and/or a medium to high score on the Pre Disposition Risk Assessment (PDRA). This project will focus on a wrap around approach intended to provide necessary instruction to juveniles and their families through programs and intervention in order to divert them from being placed in the court system. A focus will be placed on family intervention through providing resources and the necessary tools for success.

2. Administration (½ page)

The Towns County Family Connection collaborative will serve as the primary implementing agency for this project. Because this project covers a four county area in the Enotah Circuit, Lumpkin, Union, and White County Family Connection sites will serve as partnering agencies and will oversee the project in their respective counties and serve on the Steering Committee. The Lumpkin County Board of Commissioners will serve as fiscal agent for this project and has the ability to maintain quarterly cash flow and provide oversight. An Executive Board oversees the decision making process for each of the four Collaboratives. Towns County Family Connection, as well as Lumpkin, White, and Union have a remarkable history of community development through utilizing community assets and resources to implement effective programs, services, activities; improve service delivery; and ensure that the children and families we serve are receiving quality wrap around services that do not overlap. Towns, Lumpkin, Union, and White Counties have successfully managed grants since 2001, ranging in size from \$3,000 to \$88,000. In 2001, these four counties worked successfully to write and implement a Youth Development Grant in the amount of \$250,000 for four years.

Community Partners in this project include: Department of Juvenile Justice, Workforce Investment, Sheriff's Department and/or Police Departments, Mentor Programs, After School Sites and Alternative Education sites for tutoring, and School Systems.

3. Target Population (1/2 page)

(More fully described in Section 4.d. regarding Intake). The target group will be juveniles, male and female, ages 12-18, in Towns, Union, Lumpkin, and White Counties. This initiative will offer a wrap around approach to juveniles and their families, focusing on issues contributing to risk of placement or commitment, such as substance abuse, behavior, and family dynamics. Juveniles and their families will be supported through a case management approach through the Interagency Councils in their respective counties, who will assess needs and support. Specifically, these members will be participants from, but not limited to: Sheriff's Department, City Police Department, Department of Juvenile Justice, Public Health, Mental Health, Department of Family and Children Services, the school system (where applicable), Alternative Education (where applicable), and the Enotah Court System. Juveniles will be assessed using the Pre Disposition Risk Assessment Survey Tool (PDRA), focusing on the medium to high scores for eligibility.

The target population will identify those students at risk based on the following referral criteria: Students under the supervision of the Juvenile Court System; History of family substance abuse; Anti social attitudes; Crime Producing Risk Factors; Family Communication/Supervision; Any other physical or emotional needs as observed

The program shall serve juveniles, ages 12-18, in the Enotah Judicial District, specifically Towns, Union, Lumpkin, and White counties, scoring medium to high on the PDRA, facing felony commitment and short term placement charges.

- a. Total Juveniles = 15
- b. Caucasian, African-American, Hispanic, and Multiracial
- c. Male and Female

4. Methods and Procedures (6 pages)

Service Delivery

The overall format and design of this program is as follows:

Multidimensional Family Therapy

- Evidenced based, SAMSHA
- 12 to 16 weekly or twice weekly 60- to 90-minute sessions
 - 2 Family Therapy Coordinators and 1 Family Case Manager to implement for a period of 4 -6 months for each family. The setting and location will be on an individual basis for family, either in a home setting or site of family's convenience.
- Ages, 12-18
- Settings - Outpatient, Home

Botvin Life Skills, Reality Matters

- Evidenced Based, SAMSHA
- 1 hour per week x 6 weeks
- Home Setting or Site of Family 's Convenience

- Ages, 12-18

Botvin Life Skills, Parent Program

- Evidenced Based, SAMSHA
- 1 hour per week x 6 weeks
- Home Setting or Site of Family's Convenience
- Parents, Caregivers, Guardians

Mentoring

- Evidenced based, SAMSHA, based on the Big Brothers Big Sisters Model
- Ages, 12-18
- 1 x weekly for 1 hour per week for 1 year during the school day
- School Based, Family Connection Site to be utilized

Tutoring

- Ages, 12-18
- 1 -2 x weekly for 2 hours per week for 1 year during the school day
- School Based, Family Connection Site will be utilized

See Attachment 2 for Project Timeline

Beginning in August, during Quarter 1, two Family Therapy Coordinators and one Family Case Manager will continue services through the Enotah Judicial Circuit to serve Juveniles. A meeting to review procedures and plan for the grant year will be held with the following: Department of Juvenile Justice, Juvenile Court Judge, Steering Committee, Lumpkin County Board of Education, and any other potential partners for the program. The Committee will review accomplishments from the previous year and approve the projected timeline for future accomplishments. The Staff will meet to assess the protocol for administering risk assessments, juveniles entering the program, and program components, including exit from the program. LIPT/Interagency Meetings will be ongoing. Tutoring/Mentoring will begin with the respective school's calendar.

In Quarter 2, The Enotah Circuit Committee will meet to communicate program progress and activities, review mid-year formative assessments about program goals and activities. The FT Coordinators will meet with necessary community entities to establish partnerships for service projects and necessary resources. Local Interagency Planning Team (LIPT) meetings for qualified youth will be held and the Community, Safety, and Family Plans will be implemented and reviewed accordingly. Tutoring and Mentoring will be ongoing.

During Quarter 3, The Enotah Circuit Committee will continue to meet and review program activities. Services for youth and families will continue through Multidimensional Family Therapy, LIPT meetings, Botvin Life Skills, tutoring and mentoring.

In Quarter 4, The Enotah Circuit Committee will meet to gather data, including exiting program information, and evaluation. Services for youth and families will continue through Multidimensional Family Therapy, LIPT meetings, Botvin Life Skills, tutoring

and mentoring. Satisfaction surveys will be administered and program effectiveness will be examined.

Site Information

The sites for the program are as follows:

Towns County Family Connection
1400 US Hwy 76 East
Hiawassee, GA 30546

Lumpkin County Family Connection
56 Indian Drive
Dahlonega, GA 30533-3871

White County Family Connection
122 North Main Street
Cleveland, GA 30528-1122

Union County Family Connection
165 Elementary Way
Blairsville, GA 30512

These sites act as the gateway for the programs to take place in the said counties, as the MDFT meetings will be held in the juvenile's home or at the family's place of convenience. If transportation is unavailable, this program allows for sessions and follow up to take place within the home, or the most assessable location for students and their family units. If this location is different from the above site locations, an MOA will be signed and completed before meeting at that location.

See Attachment 3 for Memorandums of Agreement

- See Attached

Program administration will promote ongoing communication with juveniles and their families, school staff where appropriate, and the community at large to ensure consistent and long term participation in the program. Targeted students are selected from ages 12-18 by the Enotah Judicial System based on their involvement with the Juvenile Court System, history of family substance abuse, excessive behavior issues including school disciplinary referrals, students enrolled in the Alternative Education Program, and/or any other physical or emotional needs as observed

When a juvenile comes before the judge for determination, the judge can put them on probation and therefore retain them in his jurisdiction for determining an alternative to commitment or the judge can place them with DJJ, therefore no longer having jurisdiction. In both instances, an intake process occurs. Juveniles are currently assessed using the following instruments: **Criminogenic Needs Assessment (CRN), Detention Assessment Instrument (DAI), and the Pre Disposition Risk Assessment (PDRA)**. The CRN assesses youth placed on probation through certain determining factors, such as

juvenile and family history, school and academic records, and socio economic status. This assessment assists in determining needs and how often a juvenile is seen. The Detention Assessment Instrument, which is a written evaluative instrument used to assess the youth's current and past offense(s) and risk behaviors to determine the youth's need for secure detention. In 2014, The Pre-Disposition Risk Assessment was implemented to assess a youth's needs and assist in the recommendation to court for determination of sentencing at disposition. DJJ will use these tools as dictated by the new juvenile code, and our own internal policy. After this assessment, an intake form is completed, and treatment goals are established with the juvenile and their family unit. The parent or legal guardian has a treatment goal plan, as well. Families are encouraged throughout the process to diligently work to complete goals as assigned in their plan as the progress and completion of these goals assist in determining when these juveniles can return home. Parental involvement is a focus of Family Connections in the Enotah Circuit. Parent involvement is crucial in the rehabilitation efforts of the family as a whole. Research has found that students achieve more regardless of socio economic status, ethnic/racial background or parents' education level. Student behaviors such as alcohol use, violence, and antisocial behavior decrease as parent involvement increases. "Why Parent Involvement is Important" www.michigan.gov/documents

The success of students in our program is measured by completion of goals and objectives that are determined on a case by case basis. The plan for students and their families encompasses an ongoing partnership between program staff/administration and students and their families. Program staff will also survey students each semester to determine satisfaction and collect suggestions for improvement in their plan. Ongoing communication between staff and participant families about program activities, parent satisfaction and student progress serve to maintain parent support of student participation in our program.

The educational component of the program will be conducted in the following manner: Multidimensional Family Therapy (MDFT) is a comprehensive and multisystemic family-based outpatient or partial hospitalization (day treatment) program for substance-abusing adolescents, adolescents with co-occurring substance use and mental disorders, and those at high risk for continued substance abuse and other problem behaviors such as conduct disorder and delinquency. Working with the individual youth and his or her family, MDFT helps the youth develop more effective coping and problem-solving skills for better decision making and helps the family improve interpersonal functioning as a protective factor against substance abuse and related problems.

Delivered across a flexible series of 12 to 16 weekly or twice weekly 60- to 90-minute sessions, MDFT is a manual-driven intervention with specific assessment and treatment modules that target four areas of social interaction: (1) the youth's interpersonal functioning with parents and peers, (2) the parents' parenting practices and level of adult functioning independent of their parenting role, (3) parent-adolescent interactions in therapy sessions, and (4) communication between family members and key social systems (e.g., school, child welfare, mental health, juvenile justice). The required drug

testing component of this project will be administered through the Department of Juvenile Justice.

Botvin Life Skills, Reality Matters: Students at Risk:

These days, students are inundated with mixed messages about drugs, smoking, peer pressure, and many other real-life issues. This DVD 6-pack will help you speak directly to your students about the serious issues teens face during puberty.

Extreme Measures — From anorexia to steroids, the desire for the "body beautiful" is impacting very young kids — both girls and boys.

Deadly Highs — Meet three teenagers: an alcoholic, prescription-drug abuser, and heroin addict, who explain the thrill of flirting with dangerous drugs and alcohol. Are genetics responsible?

Smoke Signals — Hear the children of Pat Smith, a 27-year-old mother on a lung machine, as they endure the painful ordeal of watching her die of lung cancer.

High Performance — School sports promote physical strength, self-esteem, and teamwork. But is the push to be the best leading to potentially life-long injuries? Are body-building products safe?

Cruel Schools — Examine the antagonistic atmosphere that begets violence, and look at some solutions found in the stories of three victims — only one of whom lived to tell his own story.

Sexual Pressure — Sexual harassment and violence begin in middle school and escalate from there. Learn how sexual insecurities and concerns help fuel harassment.

The award-winning Botvin *LifeSkills Training* Parent Program is designed to help parents strengthen communication with their children and prevent them from using drugs. This powerful prevention tool is ideal for parenting workshops or individual use at home. The comprehensive guide and DVD included in this program contain materials and exercises that help parents teach their children the skills that help them resist the threats of tobacco, drugs, and violence. These tools help parents prepare their children for a successful transition from adolescence to early adulthood.

Currently there is 1 evidenced based program, as reported by DJJ, in the Enotah Judicial Circuit. There are currently 2 counseling sites, with 1 site having an evidenced based program initiated for substance abuse and violence. By implementing the proposed project, the number of evidenced based programs will increase by 4.

Additional components will offer tutoring, for the academic assistance needed. The FT Case Managers will partner with Family Connection Coordinators in each county to place students with Tutors. Tutors will be recruited from all facets of the community. Existing partnerships with Young Harris College, North Georgia Technical College, Truett McConnell College, and North Georgia College and University will enable college students to volunteer, as well. Sessions will be held weekly to twice weekly. Background and fingerprint checks will be conducted on all volunteers.

Juveniles will be offered a Mentoring component, for a positive outside influence. Sessions will be held weekly. The FT Case Manager will partner with Family Connection Coordinators in each county to place students with Mentors. An established Mentor Program is currently in place in each county through Family Connection. Mentors will be recruited from the community and colleges in each county. Background and fingerprint check will be conducted on all volunteers.

LIPT/Interagency Council community component is the foundation in the four counties for juveniles and their family units to take an active part in planning and goal setting. The Interagency Council will meet regularly with Juveniles and their families to formulate and activate a plan for their success. Meeting with the Council enables the direct service providers and those involved with the family to be on “the same page” as everyone is together in implementing the plan.

In supporting the GOCF goal of increasing the number of evidenced based programs in the Enotah Circuit, The BARJ service model will be utilized in the community based approach of offering training to DJJ, the Enotah Judicial Circuit, and other partnering agencies, on the following subjects: Evidenced based programs, Interagency approach, and Understanding Poverty.

Activity	Type	Number of Hours per Youth Per Week
Primary Evidenced Based Juvenile Justice Intervention	Multidimensional Family Therapy	1-3 as determined in assessment
Developmental	Service BARJ model	1 or as needed
Developmental	Tutoring	2
Developmental	Mentoring	1
Developmental	Botvin Life Skills	1

Staffing

See Attachment A4 for Job Description

The FT Coordinator will be responsible for the implementation of the Multidimensional Family Therapy Initiative. They will work closely with the Case Manager and will complete all required documentation. The FT Case Manager will be responsible for collaborating with the host site and partners of the project, including the Juvenile Justice Court System, DJJ, Sheriff’s Department, Mental Health, Public Health, Police Department, Public Schools, Alternative Schools, After School, and Mentor Programs. The FT Case Manager will be responsible for recruiting members of the task force and students participating in the proposed project. The Case Manager will facilitate meetings, and the teaching of Life Skills curriculums. The Family Case Manager will manage the LIPT meeting, assess needs and resources, and program documentation. The

Coordinators and case managers will attend all required trainings as mandated by GOFCF. The Family Connection Executive Director will serve as Grants Manager.

Training and re-certification will be provided for staff and orientation will be provided by the Implementing Agency to include background and fingerprint checks, confidentiality procedures, and a detailed tour and knowledge of the host sites and communities at large. The Implementing Agency will adhere to the rules and regulations of the Fiscal Agent, who is Lumpkin County Board of Commissioners. Department of Juvenile Justice will provide the drug testing component of the proposed project.

5. Goals, Objectives, and Evaluation (2 pages)

Goals

1. Reduce Felony Commitments to Department of Juvenile Justice and Short Term Program (STP) admissions in the Enotah Circuit (Towns, Union, Lumpkin, White).
2. Increase the use of evidenced-based practices in Georgia’s juvenile justice system by initiating community-based juvenile justice programs.
3. Reduce the recidivism rate of youth involved with Georgia’s juvenile justice system.
4. Reduce annual secure detention rate of the Enotah Judicial Circuit.
5. Reduce annual secure confinement rate of Enotah Judicial Circuit.
6. Demonstrate a cost-savings to citizens of Georgia through provision of research-informed services to youth in juvenile justice system.

Objectives

- The DAI and PDRA will be used on all youth considered for grant funding with all scores reported in the JTS or the Juvenile Data Repository when available. Additionally, grantees are encouraged to use the Juvenile Needs Assessment (JNA) on all youth considered for grant funding.
- 100% of project participants will score a medium to high on the Pre Disposition Risk Assessment.
- At least 75% of project participants will complete program requirements.
- At least 55% of youth completing services will not re-offend as calculated using recidivism definition.
- Project will report cost-savings per youth by calculating average cost to provide targeted intervention subtracted from average cost to detain youth.

3. Explain how the stated goals and objectives will be reached and evaluated.

The overall goals and objectives of the project stated above will be measured and evaluated based on the objective status outlined in the chart below.

Objectives	Measurement Tools	Timeframe
Project will demonstrate reduction in felony commitments and short term placements in the	County Intake Data, DJJ Case Records	Quarterly

Enotah Judicial Circuit.		
Increase the number of evidence based programs in the Enotah Judicial Circuit	Program Documentation, Program Data	Annually Monthly
Reduce annual secure detention rate of the Enotah Judicial Circuit	County Intake Data	Annually
Reduce annual secure confinement rate of the Enotah Judicial Circuit	County Intake Data	Annually
Demonstrate a cost-savings to citizens of Georgia through provision of research-informed services to youth in juvenile justice system.	Court Records, DJJ Case Records, Program Documentation	Annually
Objectives	Measurement Tools	Timeframe
Assessment Instruments used on clients in the Enotah Judicial Circuit	DJJ Case Records, Program Documentation	Intake, Monthly Reports
100% of participants will score medium to high on the PDRA	DJJ Case Records	Intake
At least 75% of project participants will complete requirements	Program Documentation, Meeting/Sign In Records, Evaluation	Annually
At least 55% of youth completing services will not re-offend as calculated using recidivism definition.	Case Management Follow Up, LIPT Meetings, 2013 Arrest Records	Quarterly
Demonstrate a cost-savings to citizens of Georgia through provision of research-informed services to youth in juvenile justice system.	Court Records, DJJ Case Records, Program Documentation	Annually

6. Sustainability (1 page Continuation Applications Only)

In a recent Funds Leveraged Study completed by Region 2 Family Connection, statistics showed that in the past ten years, the four counties in the Enotah Circuit have successfully leveraged \$6,401,000 to continue the community wide efforts in this area. These efforts have been gained through hard work, a diverse approach to stabilizing resources, and continually working to build partnerships. A recent show of sustainability was in 2014, when a local church, Young Harris College, the City of Young Harris, and Family Connection entered a partnership to continue the services of the Young Harris Family Development Center. Over 7 additional partnerships have been formed to provide volunteer services, meals, and materials for the Center. The Center, first formulated from a grant, is now sustained completely through community collaboration.

Highlighted Fundraising efforts in Towns and Lumpkin show innovative thinking in leveraging funds. Towns County Family Connection completed its eighth annual Taste of the Southern Highlands. Participants from 5 counties participate and 300 are in attendance. Lumpkin hosts a similar Tasting Event, as well as others: A Dessert and Diamond Ring event and a Circus.

Current funding sources are as follows:

Towns County

- Family Connection Partnership - \$45,000
- DBHDD Council of Alcohol and Drugs - \$19,240
- Mountain Education Center - \$3,000
- Towns County Board of Education - \$15,000
- Donations - \$20,000
- Fundraisers - \$7,500

White County

- Georgia Family Connection Partnership - \$45,000
- DBHDD/Council on Alcohol and Drugs - \$32,838
- Mountain Education Center - \$3,000
- White County Commissioners - \$7,000
- City of Cleveland - \$4,600
- Donations - \$20,130

Lumpkin

- Family Connection Partnership - \$45,000
- LC Board of Education - \$47,700
- Mountain Education - \$3,250
- Donations and Fundraising - \$34,010
- Stewards of Children Training - \$3,500
- PSSF - \$88,300

Union

- Family Connection Partnership - \$45,000
- DBHDD grant/Council of Alcohol and Drugs - \$20,000
- UC Substance Abuse Prevention Grant = \$5,000
- Mountain Education Charter - \$3,000
- Donations - \$10,000
- Union County Board of Education - \$38,000

7. Previous Accomplishments (½ page)

Towns County Family Connection has a history of successful accomplishments, including grant awards, fundraisers, donations, and partnerships, ranging from 2000 to present. The partnership with Towns County Schools has brought about program and service delivery through evidence based programs in elementary, middle, and high that continue at present; progressive thinking for innovative ways to serve students and families, as evidenced by the outdoor adventure therapy program, which is a collaborative effort with the 21st Century After School Program. The financial adoption of the Family Advocate, formerly funded under the Family Connection umbrella now funded through Towns County Board of Education is another example of the Board of Education's commitment to provide necessary equipment, technology, and supplies to ensure that Family Connection can carry out its vision and mission. The Mentor Program led to a collaboration with Young Harris College, who became a partner in fall of 2000 and began supporting the Family Connection by providing students and in kind resources. This partnership grew into a leadership tract, now the Bonner Leaders Program, which

provides volunteer staffing in the Mentor Program, After School Program, Outdoor Adventure Therapy Program, and the Young Harris Development Center. As a result of that partnership, college students branched into the community to provide service leadership at area businesses, shelters, and various programs. College students have become involved in community driven data research and implementation.

Lumpkin Family Connection is a 501(c)(3) with a 19-year history in Lumpkin County. The Board of Education provides the 25 % matching funds for Promoting Safe and Stable Family Grant (PSSF) that has been received since FY2008. In addition to serving as the fiscal agent and matching funds for the PSSF Grant, the school provides space, and funding for the advocates and the Director. Lumpkin County is the lead agency in a child sexual abuse prevention effort, using Stewards of Children Curriculum from Darkness to Light.

Union County Family Connection partnered with the school system to obtain the 21st Century Community Learning Centers and GACHE grants. 21st Century alone is over \$3,000,000. GACHE is \$10,000.

White County's commitment to families led to a successful collaboration with community entities and concerned citizens to implement a mobile laundry site that travels to subsidized housing and apartment complexes in order to ensure families have the necessary equipment to assist in their well-being.

The focus on parent involvement has led to partnerships with Domestic Violence Shelter, Schools, After School Program, and Subsidized Apartment Complexes to implement and educate parents with programs such as Life Skills for Parents, Strengthening Families, Parent Cafes, and Parent Ambassador Training.