



FULTON COUNTY

FULTON COUNTY, GEORGIA

OFFICE OF INTERNAL AUDIT

JUVENILE COURT GRANT AUDIT

JUNE 28, 2011

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Introduction

Juvenile Court obtains numerous grants every year in order to enhance the well being of children and families that pass through its system. As administrators of these grants, Juvenile Court has the responsibility to abide by State and Federal Law as well as the terms of the various grant agreements which it signs. In 2010, Juvenile Court was responsible for managing \$841,643 in grant dollars.

Objective

Review the financial and programmatic aspects of the grants managed by Juvenile Court in order to determine whether or not they were being managed in accordance with the grant agreements and applicable regulations and laws.

Scope

The scope of our review covered five of eight grants managed during fiscal year 2010. The grants (listed below) total \$646,647:

- Project Core-Connect Families (2009 – 2012)
 - Sub-grant number: 2009-DC-BX-0105
 - Grant Award: \$475,618
- Disproportionate Minority Contact Project (2009 – 2010)
 - Sub-grant Number: JB-07-CM-006/JB-08CM-001
 - Grant Award: \$100,000
- Disproportionate Minority Contact Project (2010 – 2011)
 - Sub-grant Number: JB-07-CM-0006
 - Grant Award: \$42,190
- GED Preparatory Program (2009 – 2010)
 - Sub-grant Number: JB-07FM-005
 - Grant Award: \$14,839
- GED Program (2010 – 2011)
 - Sub-grant Number: JB08-FM-0004
 - Grant Award: \$14,000

Methodology

The five grants comprised 77% of the total dollar amount managed in 2010. During our review, we conducted interviews with staff involved in the process. In addition, we also reviewed:

- Individual grant proposals, grant agreements, and original agenda items authorizing county staff to apply for and accept grant awards,
- Quarterly Progress and Financial Reports submitted to the grantors,
- All documentation related to the accounting of grant expenditures including:
 - Invoices
 - Court Orders for payments of restitution
 - Fulton County Financial Systems generated reports

Background

Amidst allegations that Juvenile Court Administration was not properly administering grants, the County Manager requested that Internal Audit review the Juvenile Court grants.

Findings and Recommendations

Finding 1 – Reimbursement Requests Not Filed Per Grant Requirements

Financial reporting should comply with the requirements of the grant agreements, as well as, any other requirements provided by grantors. During our review, we found that two grants were not in compliance with the financial reporting requirements. The specific findings for the grants are as follows:

GED Preparatory Program (2009 – 2010)

Sub-grant number: JB-07FM-005

Reporting Period	Required Filing Date	Date Report Filed	Notes
1	1/15/10	No Report Filed	Expenditures were included in 2 nd reporting period request.
2	4/15/10	04/02/2010	Expenditures included 1 st reporting period, January and February of the 2 nd reporting period.
3	7/15/10	No Report Filed	Expenditures were included in the 4 th reporting period request.
4	10/15/10	08/16/2010	Expenditures included 4 th reporting period and March of the 3 rd reporting period.

Disproportionate Minority Contact Project (2009 – 2010)

Sub-grant number JB-07-CM-006/JB-08CM-001

Reporting Period	Required Filing Date	Date Report Filed	Notes
1	12/15/09	No Report Filed	Expenditures were included in 2 nd reporting period request.
2	03/15/10	03/26/2010	Request not filed timely.
3	06/15/10	08/17/2010	Expenditures included 3 rd reporting period, June and July of the 4 th reporting period. In addition, the request was not filed timely.
4	09/15/10	11/04/2010	Expenditures included only August of the 4 th reporting period and the request was not filed timely.

The Grants Division of Finance did not timely submit reimbursement requests as required by the grant agreements. The effects of not following grant reporting requirements could cause a delay in receiving reimbursement payments.

Recommendation

In order to eliminate the delay of reimbursements, the Grants Division of Finance should adhere to the reporting requirements found in the various grant agreements by:

- Submitting the reimbursement requests that include expenditures incurred for that reporting period in a timely manner.
- Requesting written confirmation from grantors detailing any changes to the financial reporting requirements and maintaining this information with other grant documentation.

Management Response

The Grants Section of the Finance Department is responsible for submitting all requests for grant reimbursements. One of Juvenile Court Administration's roles is the initiation and expending of grant funds timely and in accordance with the grant agreement. Each Grant Accountant is assigned various grant awards, of which they are responsible for preparing and submitting reimbursement requests and all other financial reports to the Grants Administrator for review and approval in accordance with the grant guidelines.

In both instances noted by Internal Audit, the required reporting due dates were 15 days after each quarter. The Grant Accountant assigned to Juvenile Court grants, inadvertently missed some of the filing due dates. However, once realized, the previous report was combined and submitted with the current quarter's report. In all instances, the County received full reimbursement from the grantor.

Finding 2 – Grant Funds Not Expended

Federal and State pass through funds were utilized by the Governor's Office of Children and Families for the purposes of funding Grant JB-07CM-006. Unobligated funds remaining at August 31, 2010 were \$10,292.62, which represents 10.3% of the total grant award. The funds were not utilized because Grant Administration did not incur additional expenditures to further the program goals under the grant. The effect of not spending down the remaining funds could result in future funding being reduced.

Recommendation

At least monthly, Actual versus Budget reports should be distributed to the program managers and the fiscal support specialists for review. Unobligated funds or funds available toward the end of the grant should be earmarked for meeting specific program goals or for carry over into the subsequent funding period. If carryover is determined to be the best course of action, prior authorization should be obtained.

Management Response

A grants oversight committee was formed to provide oversight for grants application process and activities and to temporarily deal with personnel issues caused by budgetary constraints. This committee has since been replaced by a

team of a newly hired grants coordinator and a financial administrator. The team is charged with sending monthly information containing the actual budget and other grants related information to managers of each grant. In addition, the team meets bi-monthly with the grant coordinators to discuss grant related issues, regulations, compliance and disbursement of grant funding.

Finding 3 – Expenditures Not Reported For Reimbursement

Federal and State pass through funds were utilized by the Governor’s Office of Children and Families for the purposes of funding Grant JB-07CM-006. Per the terms of the Grant agreement, expenditures for which reimbursement is requested must already be paid, and the reporting of expenditures is to occur no later than fifteen days after the end of each quarter. Expenditures totaling \$3,058.25 were paid but were not reported for reimbursement by the end of the grant reporting period. Since the expenditures were not reported for reimbursement within the grant period, they cannot be recovered.

Recommendation

The fiscal support specialist assigned to the grant should ensure all expenditures are included in the monthly ledger report and should retrieve report only after the month-end closes.

Management Response

The required practice for preparing all financial and reimbursement reports is using the month end General Ledger report. The Grant Accountant prepared this reimbursement report as of July 30 instead of the month end report at July 31 in an attempt to manage her workload and ensure timely reporting. However, additional expenditures of \$3,058.25, representing 3% of the total grant expenditures, occurred on July 31. Unfortunately, the additional expenditures were not discovered until after the final report was submitted to the grantor. The grantor would not approve an amended report.

Finding 4 – Notice of Implementation

The grants from the Governor’s Office for Children and Families requires a “Notice of Implementation” report to be filed with them no later than 60 days after the start of the grant. There were no notices of implementation found in any of the files of the following grants:

- Disproportionate Minority Contact Project (2009-2010)
- GED Preparatory Program (2009-2010)
- GED Program (2010-2011)

However, for the GED Program (2010-2011) grant, no money has been spent to date. For this grant, a notice of implementation should have been replaced with a “Request for Extension of Implementation”, because program service delivery had not started within 90 days of the grant award. In response to our inquiry about notices of implementation,

the Chief Administration Officer (CAO) indicated that a signed award notice was sent to the grantor agency. However, it does not meet the stipulation of the contract. Since these grants consist of pass through Federal and State funds, the County is obligated to comply with all material mandates included in the grant agreements. The CAO also indicated that no Request for Extension of Implementation was filed for the GED Program (2010-2011). In both instances, non-compliance could result in the termination of the grant agreements after the awards are made and affect future funding.

Recommendation

Although the signed award letters were sent to the grantor, Juvenile Court Administration should have filed a Notice of Implementation report with the Governor’s Office for Children and Families no later than 60 days after the start of the grant. If grant programs are implemented within this time period, successful administration of the grants is more likely to occur. However if Juvenile Court cannot implement a grant within 90 days, a Request for Extension of Implementation should be filed with the State as required in order to ensure future grant funding is not jeopardized.

Management Response

A request for extension was sought and granted when Juvenile Court experienced a delay in the implementation of an external GED program. In addition, Juvenile Court has effectively communicated implementation of its grants by forwarding the signed award and budget establishment information to the grantors. A letter of implementation is not a general requirement of all grants and is only required by the DMC grant. Going forward, Juvenile Court has adopted the recommendation of the Audit Department and will send a letter of implementation when required. (Letter of implementation attached as Appendix 4)

Finding 5 - Progress Report Exceptions

Juvenile Court is required to submit progress reports to its grantors as mandated in the various grant agreements. Based on our review, many of these reports were:

- Not Filed
- Filed Late
- Filed incomplete, and/or
- Filed with errors

Disproportionate Minority Contact Project (2009 – 2010)

Sub-grant Number: JB-07-CM-006/JB-08CM-001

Reporting Period	Required Filing Date	Date Report Filed	All Performance Measures Reported	Notes
1	12/15/09	06/30/10	No	This report was not submitted timely and the sub-grant number printed on the form was incorrect.

Juvenile Court Grant Audit

Reporting Period	Required Filing Date	Date Report Filed	All Performance Measures Reported	Notes
2	03/15/10	06/03/10	No	Same as Above.
3	06/15/10	06/25/10	No	Same as Above.
4	09/15/10	09/30/10	No	Same as Above.
Final Report	10/15/10	No Date on Report	No	The final report was not dated and the form required by GOCF was not used to file the report.

GED Preparatory Program (2009 – 2010)

Sub-grant Number: JB-07FM-005

Reporting Period	Required Filing Date	Date Report Filed	All Performance Measures Reported	Notes
1	1/15/10	06/25/10	No	This report was not submitted timely.
2	4/15/10	06/25/10	No	Same as Above.
3	7/15/10	06/25/10	No	
4	10/15/10	N/A	N/A	No Report on File
Final Report	11/15/10	12/02/10	No	This report was not submitted timely.

Disproportionate Minority Contact Project (2010 – 2011)

Sub-grant Number: JB-07-CM-0006

Reporting Period	Required Filing Date	Date Report Filed	All Performance Measures Reported	Notes
1	10/15/10	02/09/11	YES	The report was not submitted timely.
2	1/15/11	02/09/11	YES	The report was not filed timely.

Project Core-Connect Families (2009 – 2012)

Sub-grant number: 2009-DC-BX-0105

Reporting Period	Required Filing Date	Date Report Filed	All Performance Measures Reported	Notes
1	01/31/10	1/29/10	YES	
2	07/31/10	7/30/10	YES	
3	1/31/11	4/19/11	YES	Report was not filed timely.

Failure to submit program reports as required by grant agreements indicates internal control deficiencies and could jeopardize future funding.

Recommendation

Juvenile Court should ensure all reports are submitted timely and in accordance with the grant award agreement. In addition, all reports should be submitted using required forms provided by the grantor.

Management Response

Juvenile Court requires and enforces all grant requirements including performance measures on all grant reports. Exceptions or deviations from timelines are made in few situations where the grantors allow the submission of a report using other indicators. With reference to a decision finding on the Project Core-Connect Families Grant, the report was timely submitted online as required by the reporting requirement. (Evidence of compliance attached as Appendix 5)

Finding 6 – Supporting Documentation for Reports Not Provided

The Juvenile Court Program should provide all supporting documentation used for reporting requirements. The program personnel did not provide adequate attendance sheets for youth participating in the GED Program, as well as, documentation that supports the program outcomes. As a result of the failure to properly maintain support for reporting requirements, we were unable to determine if the numbers or statistics reported were accurate.

Recommendation

The Juvenile Court Program should maintain a project file for each grant and have on hand the supporting documentation, including schedules and count data, for all reports and program activities. This information should be readily available for review.

Management Response

The attendance log policy has been further streamlined to require submission of attendance log to supervisors within forty-eight (48) hours of any program involving attendance of children. In addition program coordinators will be required to input all logs on JCATS, the Court’s case management system.

Finding 7 – Vouchers Not Processed in a Timely Manner

Best practices require prompt payment of obligations related to the grant activity and reporting within the time frame required by the grant agreement. We examined a sample of restitution payments and found that the distribution of restitution payments to victims took an average of 63 days from the completion dates of service hours performed. According to CLSM program manager, this problem existed because grant information had not been properly disseminated. Our tests indicate that this may be a result of

possible delays of the probation officers in submitting the necessary documentation timely. If the above internal control deficiencies are not addressed, compliance with the timely reporting of grant expenditures will be adversely affected and the effectiveness of administering program activities will be reduced.

Recommendation

The Juvenile Court should immediately prepare a comprehensive set of policies and procedures concerning the processing of the restitution vouchers and completion schedules. All vouchers should be submitted in a timely manner.

Management Response

Traditionally, the delay in actual payment distribution of restitution payment occurs between the time the vouchers are submitted to Accounting/Finance and the disbursement of funds. A new measure requiring the submission of invoices and payment vouchers within a specific timeline has been implemented to prevent unnecessary delays in payment processing. The new policy requires that the administration of the Court process all invoices submitted to the Court within six (6) business days unless there is a discrepancy in the invoice or payment voucher. (Vendor Invoice Policy is attached as Appendix 6)

Finding 8 – Lack of Oversight of MARTA Cards

The grant agreement specifies in Annex D, Chapter 2, Reporting Requirements and Reimbursement, that all financial records must be maintained by the grantee in good order and must be made available at all times, during regular business hours. A review of the MARTA invoices and logs indicated that the Probation Division had been issued 1,812 passes. However, the Probation Division but could not provide a log showing which Juvenile Court clients had received the cards or what dates the cards were issued. Further examination indicates that 220 cards were not unaccounted for. Inquiries with the Juvenile Court Administration indicated that the policies and procedures in place to account for MARTA passes are not adequate. The effect of not having appropriate internal control procedures for MARTA passes increases the risk of monetary losses resulting from the mismanagement of MARTA passes.

Recommendation

The Juvenile Court should immediately complete a comprehensive set of policies and procedures related to the purchasing and management of MARTA passes. The Juvenile Court management should design and implement a data base or spreadsheet application that will produce an ongoing perpetual inventory and reconciliation process for all MARTA passes purchased and issued.

The Juvenile Court presently issues paper type MARTA passes with an expiration period of 90 days. The County should explore the advantages of using plastic BREEZE card passes which retain value for one to two years, depending what type of pass is purchased.

Management Response

The system for management of MARTA cards prior to the recent audit was limited to a simple log indicating which Probation Officers or Probation Officer Supervisors requested or received cards for their clients. Cards are issued to children, their parents and family members in need of transportation to and/or from the Court. Expired cards and informal transfer of cards between units were partly responsible for some of the concerns cited in this finding. While the Court strives to base its purchases of cards on estimates, such estimates are sometimes not accurate as the number of juveniles on probation fluctuates unpredictably leading to under utilization of available cards. The Court has solved this problem by instituting a more formal system where MARTA cards are distributed by Probation Administration and subsequently to children and family. Logs are maintained at all levels with the Probation Officers' logs indicating the actual file numbers, numbers of cards distributed for each date and children and families signing the log to indicate receipt. Presently we have one hundred percent accountability for all MARTA cards. (New log system attached as Appendix 7).

Finding 9 – Inaccurate Progress Report filed with the State

The grant agreement specifies in Annex D, Chapter 2, Reporting Requirements and Reimbursement, that all financial records must be maintained by the grantee in good order and must be made available at all times, during regular business hours. Maintaining the records in good order includes adequate documentation which supports the statistical data reported in the progress reports. An examination of the Juvenile Justice Quarterly Progress report indicates the activity reported for the 2nd Quarter reporting period 10/01/2010 through 12/31/2010 was unsupported. With respect to the data reported, we found no supporting schedules, reports or data in the program files. Failure to maintain appropriate documentation indicates internal control deficiencies.

Recommendation

The Juvenile Court should explore the possibility of automating the process. In addition, they should ensure supporting documentation is readily available.

Management Response

Juvenile Court has implemented and updated all grant related policies within the last six (6) months. The Court has automated all its records in a central location to avoid issues created by personnel changes (See Background Appendices for relevant policies)

Finding 10 – Insufficient Invoice Submitted For Vendor Payment

The grant agreement specifies in Annex D, Chapter 2, Reporting Requirements and Reimbursement, that all financial records must be maintained by the grantee in good order and must be made available at all times, during regular business hours. During our review we noted, an invoice submitted by a vendor did not contain sufficient information

for payment. This is a result of a failure to require vendors to provide adequate invoices. Continuation of this practice could allow payments of unsubstantiated invoices.

Recommendation

The Juvenile Court should require vendors to submit complete invoices for services rendered. In addition, Juvenile Court should immediately update its procedures for invoice approval and supporting documentation.

Management Response

Juvenile Court utilizes invoices generated and submitted by approved vendors as long as the format possesses all the necessary information to identify the service provided, the time frame and the requested amount. All invoices are initially approved by coordinators of the program and subsequently checked for accuracy by the Court's Accounting Unit or Administration. A new policy further streamlining the policy has been implemented. (See appendix to Finding 7)

Finding 11 – Failure to Adhere to County Purchasing Requirements

Fulton County Policies and Procedures require a vendor to follow the approval process before they can provide services to Fulton County. Our review revealed a vendor provided services for GED instruction in 2010 without a contract or an approved MOU on file with the Finance or the Purchasing Department. The Memorandum to the Finance Department's Financial Systems Manager indicates that the services should have been obtained through Fulton County's purchasing policies and procedures. This would ensure that no vendors are allowed to perform services without proper approval.

Recommendation

The Juvenile Court should immediately review all Fulton County purchasing regulations and incorporate them into a formal set of policies and procedures that insure no vendors are allowed to perform services until they are approved as vendors and meet contracting requirements.

Management Response

All Juvenile Court vendors are registered with Fulton County and are vetted through the Fulton County Juvenile Court vetting process. (Fulton County Vetting Process attached as Appendix 8) In addition, Juvenile Court has traditionally utilized an MOU as opposed to a contract in an effort to allow the Court ample flexibility to make changes when necessary. All MOUs are signed by the Chief Judge or the Chief Administrative Officer of the Court. Going forward and in compliance with the recommendations of the Audit Department, Juvenile Court will utilize a contract for every agreement and transaction. (A list of all Juvenile Court vendors as Appendix 9)

Conclusion

Based on our audit, we have noted several internal control weaknesses related to the Juvenile Court Grant that requires corrective actions. The Office of Internal Audit will continue to monitor the progress of the corrective actions through follow-up reviews. We would like to thank management and staff for their timely cooperation and assistance during the audit.

Management Response Summary

Juvenile Court appreciates the opportunity to participate in this audit and to take advantage of the recommendations that have been made by the auditors to further improve our process. The Court has always been able to accurately account for all grant funds. No grant funds are missing or misappropriated. While our current paperwork or reporting process is not perfect, the Court has made tremendous improvements in the last two years despite impediments created by human resources issues and budgetary constraints of budget year 2010. The Court has since implemented more streamlined measures to create more effective grant administration.

Appendix 1

Grant Procedures

Processing a grant for Board of Commissioner Approval:

Each grant submission must have an Agenda Item Summary and Grant Routing Form attached and signed by the Chief Administrative Officer. Upon completion they must be routed to the following individuals in the below order:

1. Nwakaego Okparaekwe, County Attorney- If awarded prior to BOC approval
2. Budget Analyst
3. Christopher Boyd, Grants Procurement Officer
4. Angela Ash, Grants Administrator
5. Roberto Hernandez, County Manager

Grants must be submitted in accordance with the attached deadlines. Additionally, an electronic copy of the agenda item must be emailed to Kay Styles by the deadlines listed above. Please let me know if you have any questions.

Post Award Procedures:

Once awarded a grant the award letter/acceptance letter must be signed by Chairman Eaves. The attached sample letter must accompany the original award/acceptance letter and be submitted to Monica Manning for processing. Once signed Brenda Harris will notify you that it is ready. Pick up and sign for the award on the 10th floor of the Government Center.

When you return with the award letter immediately make a copy of the award. You will need this later to include in the grant set up packet. Return the original award letter and copy of proposed budget to the grantor. The grantor will reply to you if the budget is approved.

If the budget is approved complete the grant set up packet. If the budget is not approved make the appropriate adjustments and resubmit until approved.

Grant Set Up:

The attached grant set up packet must be completed and forwarded to Angela Ash in Finance.

Completing a grant set up packet:

1. Identify the funding lines (county object codes) Wanda Wright in accounting may assist with this. List the county funding lines as allocated on the approved budget.
2. Print the page from the BOC post agenda when the grant was approved. This can be located on the Fulton County website.
3. Complete one of the two sample memos for either a grant set up with positions or a grant set up without positions.
4. Include a copy of the executed contract or award
5. Complete the grant check list.

Once approved by Angela Ash she will notify you of the new grant unit. You can then have either Wanda Wright or Stacey Gray establish the grant within AMS.

Spending from grants:

- Grants follow the same procurement process as all other county procurement. They are subject to the same bid procedures.
- You can only spend directly if the named service is specifically stated in the grant application as approved by the grantor and as was previously approved by the BOC. (For example purchase 10 memberships to Carver YMCA)
- You can only spend what is allocated in the approved budget any changes to the budget must be submitted and approved by the grantor.
- All purchases must be submitted through the county approved departments (Computers and IT equipment must be processed through IT with the appropriate grant funding line listed)
- Purchases must be program specific as relates to the grant
- All expenses are processed via invoices through the County.

Reports:

- Reports must be completed as directed by the grantor (Quarterly etc.)
- The reports usually follow a specific format that is provided at the time of the award.
- The Court completes the progress reports which are mainly directed to the activities and progress of the grant while finance completes the financial reports. Specific statistics are required for these reports. These stats should be maintained from the program implementation date.

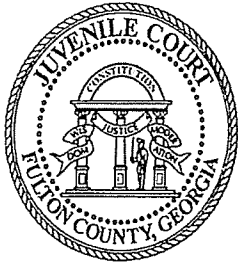
Appendix 2

Grant Communications and Approval Protocol.

- Program Evaluation Manager will collaborate with the Chief Probation Officer to seek and apply for grants relevant to the Court's focus areas
- Court's focus areas are:
 - Mentoring
 - Job Readiness and Placement
 - Educational Advocacy
 - Mental Health Advocacy

- Program Evaluation Manager will promptly contact and inform the CAO of all grant announcements and intent to apply
- Program Evaluation Manager will provide a brief summary of the grant to the CAO that includes grant amount, matching funds requirement, relevance to Court's focus areas and activities to be funded.
- CAO shall deny or approve the Program Manager's intent to apply
- When approved, the Program Manager shall submit a well documented grant application to the CAO seven (7) days in advance of the deadline for submission to the sponsoring organization or the County Grant Manager.
- The CAO shall review and submit the grant application to the Chief Judge for signature and approval
- **No grant application will be mailed or electronically submitted without the approval of the CAO**
- All BOC Agenda Summary shall be submitted electronically to the CAO for approval within five (5) days of the deadline for submission to Joe Trachtenberg, County Grant Manager.
- The Program Evaluation Manager in collaboration with the CPO shall provide the CAO with the grant summary report every month outlining the implementation activities and reports on expenditures.

Appendix 3



Fulton County Juvenile Court	
<u>ADMINISTRATION</u> DIVISION	
Number:	Date:



STANDARD OPERATING PROCEDURE
Grant Narrative Progress Reporting

APPROVAL: _____ **DATE:** _____

- 1. PURPOSE**
The purpose of this policy is to communicate the Court’s philosophy in regards to assuring the accountability for grant operations and grant program functions in grant narrative progress reporting.

- 2. SCOPE**
This policy applies to all procedures created under the authority of this policy and to all employees and contractors of Fulton County Juvenile Court.

- 3. DEFINITION**
 - Evaluation plan – A plan to assess the value of the program funded by the grant.
 - Performance measure – A measure of the working effectiveness of the program (and its components) funded by the grant.

- 4. RESPONSIBILITIES**
 - Chief Administrative Officer – The Chief Administrative Officer is responsible for overseeing the implementation of this policy and the development and implementation of a standard operating procedure (SOP) that identifies established standards for monitoring and reporting grants and potential grant issues.
 - Grant Management Specialist – The Grant Management Specialist is responsible for managing the implementation of this policy and the development and implementation of an SOP that identifies established standards for monitoring and reporting grants and potential grant issues.
 - Program Coordinators – Program Coordinators are responsible for reporting grant requirements and activities, timelines, evaluation plans and performance measures

5. PROCEDURE

Step	Action	Responsibility
<p>1. Quarterly Narrative Progress Reports</p>	<p>1.1 Submit Content for Quarterly Narrative Progress Reports. Required. Submit report even if there is no activity or expenditure and note why no activity.</p> <p>Goals, objectives, and implementation steps, planned vs. actual</p> <ul style="list-style-type: none"> o Requirements and activities o Timelines o Evaluation plans o Performance measures o Copies of agendas, meeting announcements or invitations, minutes, etc. <p>Content Submittal Timeline to Grant Management Specialist</p> <ul style="list-style-type: none"> o Jan 1 – Mar 31 Due before April 5 o Apr 1 – June 30 Due before July 5 o July 1 – Sept 30 Due before Oct 5 o Oct 1 – Dec 31 Due before Jan 5 	<p>Program Coordinators</p>
	<p>1.2 Submit Quarterly Narrative Progress Reports for review and approval by Chief Administrative Officer. Required. Submit report even if there is no activity or expenditure and note why no activity.</p> <p>Report Submittal Timeline to Chief Administrative Officer</p> <ul style="list-style-type: none"> o Jan 1 – Mar 31 Due before April 20 o Apr 1 – June 30 Due before July 20 o July 1 – Sept 30 Due before Oct 20 o Oct 1 – Dec 31 Due before Jan 20 	<p>Grant Management Specialist</p>
	<p>1.3 Review and Approve Quarterly Narrative Progress Reports. Required. Review and approval of report even if there is no activity or expenditure.</p> <p>Report Approval Timeline</p> <ul style="list-style-type: none"> o Jan 1 – Mar 31 Due before April 27 o Apr 1 – June 30 Due before July 27 o July 1 – Sept 30 Due before Oct 27 o Oct 1 – Dec 31 Due before Jan 27 	<p>Chief Administrative Officer</p>

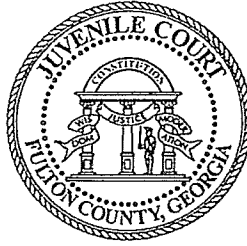
Appendix 4

Chief Judge
Belinda E. Edwards

Presiding Judge
Bradley J. Boyd

Chief Associate Judge
Charles G. Hodges

Associate Judges
George G. Blau
Juliette W. Scales
Phillip Jackson
Cassandra Kirk



Chief Administrative Officer
Omotayo Alli

Interim Clerk of Court
Cedric McEachin

Chief Probation Officer
Adolphus Graves

JUVENILE COURT OF FULTON COUNTY
Judge Romae T. Powell Juvenile Justice Center
395 Pryor Street, S.W., Atlanta, Georgia 30312-2713
Phone: 404-612-4401 FAX: 404-302-8466

<DATE>

Joe Vigniati
Director and Juvenile Justice Specialist
Governor's Office for Children and Families
55 Park Place NE, Suite 410
Atlanta, GA 30303-2529

Dear Mr. Vigniati,

I am writing to inform you that Fulton County Juvenile Court has begun implementation of <Grant Name and ID #>.

Please do not hesitate to contact me if you have any questions.

Sincerely,

Omotayo Alli
Chief Administrative Officer

Appendix 5



OJJDP FY 09 Family Drug Courts Program 2009-DC-BX-0105



[Award](#) [Financial Status Reports](#) [Semi-Annual Progress Reports](#) [Correspondence](#)

Semi-Annual Progress Report Handbook

Semi-Annual Progress Reports

This handbook allows you to complete Semi-Annual Progress Reporting for OJJDP FY 09 Family Drug Courts Program.

[Progress Reports](#)

For questions about what to submit click [here](#).

[Special Reports](#)

[Help/Frequently Asked Questions](#)

[Semi-Annual Progress Reports Home](#)

[GMS Home](#)

[Log Off](#)

Report Number	Reporting Period	Type	Status	Last Edited	Action
1	01-Sep-2009 - 31-Dec-2009	Regular	Approved	29-Jan-2010	View
2	01-Jan-2010 - 30-Jun-2010	Regular	Approved	30-Jul-2010	View
3	01-Jul-2010 - 31-Dec-2010	Regular	Approved	19-Apr-2011	View
4	01-Jan-2011 - 30-Jun-2011	Regular	Draft	19-Apr-2011	View Update
5	01-Jul-2011 - 31-Dec-2011	Regular	Draft	19-Apr-2011	View Update
6	01-Jan-2012 - 30-Jun-2012	Regular	Draft	19-Apr-2011	View Update
7	01-Jul-2012 - 31-Aug-2012	Final Report	Draft	19-Apr-2011	View Update

Categorical Progress Report Format*

Name of organization: Fulton County Juvenile Court Family Drug Court

Name of OJJDP grant: FY09 Family Drug Court Program

Name of project: COREE

Award number: 2009-DC-BX-0105

Reporting period: January 1, 2010-June 30, 2010

Program Coordinator/Manager: Theresa Diamond

1. TOTAL NUMBER OF YOUTH SERVED DURING THE REPORTING PERIOD:

There are currently 25 active participants in the Family Drug Court Program. Since January 2010, ten participants have graduated and six have been terminated from the program.

2. EXECUTIVE SUMMARY:

Fulton County Juvenile Court expansion Project COREE is an enhancement to the Family Dependency Drug Court (FDDC) program established in 2003. Project COREE-(C) Connects family centered, coordinated services that assist with (O) overcoming barriers to sobriety and (R) reduces stressors with a goal of decreasing program drop-out rates during the first six months; an additional goal is to address the (E) educational and (E) enrichment needs of FDDC children.

3. STATUS OF PROJECT GOALS/OBJECTIVES:

Project awarded and accepted November 3, 2009. Submitted budget revision December 3, 2009 and approved January 27, 2010. The budget was established on February 16, 2010 but had to be revised on March 23, 2010.

Goal 1: To achieve at least a 70% successful program completion rate from the Family Drug Court program to be

measured at the beginning of 12 month cycles of participants entering the program.

Project Objective A: Link early intervention services to parents to improve program retention rates during the first six months of treatment

Status: An Early Intervention Program Specialist was hired on July 21, 2010.

Indicate Number of Youth Served: The Early Intervention Program Specialist will serve both adults and juveniles. There are currently 25 adults and 52 children in the program.

Activity: The Early Intervention Program Specialist has attended one Family Drug Court session (Staffing and Court) and has begun to identify resources for participants in the following areas housing, employment, healthcare, and education.

Progress: Limited progress due to the short period of time employed.

Barriers to Obtaining Objectives: There was a delay in filling the position due to the initial candidate rescinding her acceptance of the position.

Corrective Action: N/A

Goal 2: To improve education outcomes for children of FDC participants.

Project Objective A: Ensure educational assessments are performed to develop educational case plans specific to the needs of the child and ensure that coordination and linkage to educational supportive services becomes apart of the primary case plan implemented by caseworkers, schools and clinicians.

Status: An Educational Advocate was hired on June 23, 2010.

Indicate Number of Youth Served: There are currently 52 children in the program. The Educational Advocate will serve children ages 5 years and over.

Activity: The Education Advocate has identified all children on her caseload. She has contacted the case manager assigned to each case and has obtained the current school information and addresses. She has prepared court orders appointing her as the Education Advocate to the cases which will allow her access to the school records. She has prepared documents in preparation for RTI, RCT, IEP, and CBT meetings. She maintains a spreadsheet of all children with relevant information to the case and a journal of activity.

Progress: She has attended three Family Drug Court sessions and conducted two field visits. Additionally, she has met with probation officers to identify case plans for juveniles with behavioral issues.

Barriers to Obtaining Objectives: None

Corrective Action: N/A

Project Objective B: Provide Summer and after-school enrichment activities that will build pro-social behavior

Status: No summer programming was provided; however, after school activities are being pursued for the upcoming school year.

Indicate Number of Youth Served: Currently 52 youth will be eligible for either after school programming or child care assistance.

Activity: Working to identify after school activities for youth.

Progress: None

Barriers to Obtaining Objectives: None

Corrective Action: Seek after school activities.

Goal 3: To decrease drop-out rates by 20% of parents participating in the Family Drug Court within the first six months after entry into program.

Project Objective A: Monitor the compliance rate both at the program and clinical level to address needs and decrease the drop out rate in all phases of treatment during program period.

Status: The Family Drug Court Coordinator has increased the monitoring and involvement with participants.

Indicate Number of Drug Court Participants served: 25

Activity: Clients maintain consistent telephone contact. All clients are **seen** twice a month on Saturdays. Depending on the level participants are seen more often. For example freshmen will be seen at the weekly Court hearing in addition to the twice a month visitation.

Progress: The Family Drug Court Coordinator **has increased** visitation and monitoring. With the recently employed staff contact with the participants can be increased.

Barriers to Obtaining Objectives: The Family Drug Court Coordinator was limited due to being the only employee assigned to this program.

Corrective Action: Two additional employees were hired allowing them to provide more intensive monitoring of compliance.

4. MODIFICATION IN THE IMPLEMENTATION OF THE PROJECT STRATEGY:

Family Drug Court has modified its program to provide a greater concentration on educational assistant to the children of Drug Court participants. Additionally, the program will now provide more intensive case management due to the services provided by the Early Intervention Program Specialist.

5. PROBLEMS, IF ANY, YOUR PROJECT HAS FACED DURING THIS REPORTING PERIOD AND TECHNICAL ASSISTANCE THAT YOU WOULD LIKE TO RECEIVE TO ADDRESS EACH PROBLEM.
Please do not be afraid to ask for TA!! It is a positive not a negative

None

Categorical Progress Report Format*

Name of organization: Fulton County Juvenile Court Family Drug Court

Name of OJJDP grant: FY09 Family Drug Court Program

Name of project: COREE

Award number: 2009-DC-BX-0105

Reporting period: July 1, 2009 -December 31, 2009

Program Coordinator/Manager: Lisa Glanville

1. TOTAL NUMBER OF YOUTH SERVED DURING THE REPORTING PERIOD:

0

2. EXECUTIVE SUMMARY:

Fulton County Juvenile Court expansion Project COREE is an enhancement to the Family Dependency Drug Court (FDDC) program established in 2003. Project COREE-(C) Connects family centered, coordinated services that assist with (O) overcoming barriers to sobriety and (R) reduces stressors with a goal of decreasing program drop-out rates during the first six months; an additional goal is to address the (E) educational and (E) enrichment needs of FDDC children.

3. STATUS OF PROJECT GOALS/OBJECTIVES:

Project awarded and accepted November 3, 2009. Submitted budget revision December 3, 2009 and approved January 27, 2010.

Goal 1: To achieve at least a 70% successful program completion rate from the Family Drug Court program to be measured at the beginning of 12 month cycles of participants entering the program.

Project Objective A: Link early intervention services to parents to improve program retention rates during the first six months of treatment

Status: Not met at all

Indicate Number of Youth Served: 0

Activity: None

Progress: None

Barriers to Obtaining Objectives: None

Corrective Action: *NA*

Goal 2: To improve education outcomes for children of FDC participants.

Project Objective A: Ensure educational assessments are performed to develop educational case plans specific to the needs of the child and ensure that coordination and linkage to educational supportive services becomes apart of the primary case plan implemented by caseworkers, schools and clinicians.

Status: Not met at all

Indicate Number of Youth Served:

Activity:

Progress:

Barriers to Obtaining Objectives:

Corrective Action:

Project Objective B: Provide Summer and after-school enrichment activities that will build pro-socialbehavior

Status: Not met at all

Indicate Number of Youth Served: 0

Activity: None

Progress: None

Barriers to Obtaining Objectives: None

Goal 3: To decrease drop-out rates by 20% of parents participating in the Family Drug Court within the first six months after entry into program.

Project Objective A: Monitor the compliance rate both at the program and clinical level to address needs and decrease the drop out rate in all phases of treatment during program period.

Status: Not met at ail

Indicate Number of Drug Court **Participants** served: 0

A

ctivity: None

Progress: None

Barriers to Obtaining Objectives: None

October 2009

Corrective Action: None

4. MODIFICATION IN THE IMPLEMENTATION OF THE PROJECT STRATEGY:

The Family Drug Court Coordinator recently began to perform more community based reviews and home site visits to monitor compliance and support of the drug participants. As a result, a request to hire one Early Intervention Program Specialist instead of two has been submitted for approval. The request also includes budget revisions that would redirect these funds for increased services to youth. If approved the funds would serve more than the 80 children originally targeted in the 5 to 12 year age range. Here is the breakout of what the project would serve with some youth receiving more than one service:

28 youth ages 0-4 with the stop-gap childcare services

60 youth ages 5-17 for afterschool programming and summer camp fees

110 youth ages 7-16 will receive educational case management services from the Educational

Advocate

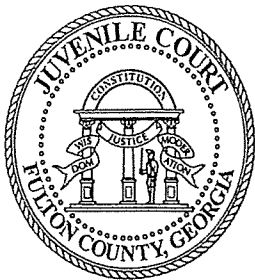
30 youth ages 9-14 will receive psychological evaluations

23 youth 13-17 will receive transportation support for improved school attendance

5. PROBLEMS, IF ANY, YOUR PROJECT HAS FACED DURING THIS REPORTING PERIOD AND TECHNICAL ASSISTANCE THAT YOU WOULD LIKE TO RECEIVE TO ADDRESS EACH PROBLEM. Please do not be afraid to ask for TA!! It is a positive not a negative

None

Appendix 6



Fulton County Juvenile Court
Policy and Procedures
Subject: Vendor Invoices



Policy Number: 405-04-09	
Date: June 6, 2011	
Approved: <i>Frederick E. Edwards</i>	

Statement of Policy: This policy shall provide guidance for the submission and payment of vendor invoices.

Accountability: This policy shall apply to all Court staff.

Responsibilities: The Chief Administrative Officer and all division heads shall be responsible for enforcing this policy.

Procedures:

- All original vendor invoices must be submitted to the Court within three business days of services rendered. No copies, emails or faxes will be accepted.
- Invoices must be date-stamped; initialed by the receiving division head or designee and forwarded to Administration within two business days.
- Administration will review the invoice for final compliance, then date-stamp and initial the invoice before forwarding to the Court's Finance Office within two business days of receipt.
- Once received by the Finance Office, the invoice is again date-stamped/initialed and submitted to the County Accounting Office for payment.
- Under no circumstances is an invoice to be modified by Court staff. In the event that modifications/corrections are necessary, an email shall be forwarded to the vendor requesting additional information and notification that the invoice must be resubmit within two business days.

Departmental Sponsor: Administration; Accounting

Policy Review Date: June 6, 2011

References: Internal

Departments Affected: All

Appendix 7

MONTH: _____
NAME: _____

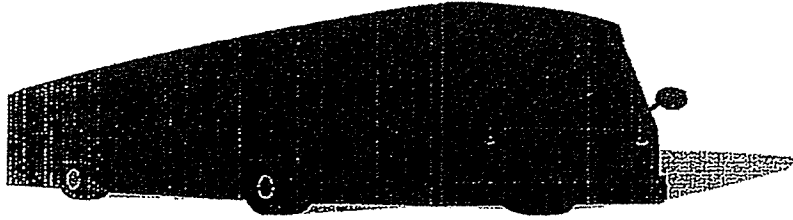


MONTHLY BREEZE CARDS TRACKING SHEET

	NAME :	PROGRAM :	QTY	TYPE	DATE
1.	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____
4.	_____	_____	_____	_____	_____
5.	_____	_____	_____	_____	_____
6.	_____	_____	_____	_____	_____
7.	_____	_____	_____	_____	_____
8.	_____	_____	_____	_____	_____
9.	_____	_____	_____	_____	_____
10.	_____	_____	_____	_____	_____
11.	_____	_____	_____	_____	_____
12.	_____	_____	_____	_____	_____
13.	_____	_____	_____	_____	_____
14.	_____	_____	_____	_____	_____
15.	_____	_____	_____	_____	_____
16.	_____	_____	_____	_____	_____
17.	_____	_____	_____	_____	_____
18.	_____	_____	_____	_____	_____
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20.	_____	_____	_____	_____	_____
21.	_____	_____	_____	_____	_____
22.	_____	_____	_____	_____	_____
23.	_____	_____	_____	_____	_____
24.	_____	_____	_____	_____	_____
25.	_____	_____	_____	_____	_____

STARTING QTY: _____
ENDING QTY: _____

MONTH: _____
 NAME: _____



MONTHLY BREEZE CARDS TRACKING SHEET

	FILE NUMBER	CASE NUMBER	QTY	TYPE	DATE
1.	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____
4.	_____	_____	_____	_____	_____
5.	_____	_____	_____	_____	_____
6.	_____	_____	_____	_____	_____
7.	_____	_____	_____	_____	_____
8.	_____	_____	_____	_____	_____
9.	_____	_____	_____	_____	_____
10.	_____	_____	_____	_____	_____
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14.	_____	_____	_____	_____	_____
15.	_____	_____	_____	_____	_____
16.	_____	_____	_____	_____	_____
17.	_____	_____	_____	_____	_____
18.	_____	_____	_____	_____	_____
19.	_____	_____	_____	_____	_____
20.	_____	_____	_____	_____	_____
21.	_____	_____	_____	_____	_____
22.	_____	_____	_____	_____	_____
23.	_____	_____	_____	_____	_____
24.	_____	_____	_____	_____	_____
25.	_____	_____	_____	_____	_____

STARTING QTY: _____
 ENDING QTY: _____

Appendix 8

Fulton County Juvenile Court

Standard Operating Procedure for Service Providers

Statement of Procedure: The following procedure shall set forth uniform department procedures for vetting all program providers.

Applicability: The procedures shall apply to all providers requesting to be a service provider with the Fulton county Juvenile court.

1. Request for partnership
 - A. Providers contact the Program development department requesting for a business partnership. Ms. Fran Parker, Administrative Assistant, enters all providers in a data base & makes an assignment alternating between the program managers.
 - B. The data base shall capture the following: Contact name, phone number, date, and the type of services (Mentoring, Education, Mental Health and Employability).
 - C. The program manager is required to contact the prospective agency within five (5) business days to arrange for an office interview.

2. Office Interview with provider
 - A. The provider is allowed an opportunity to orally describe the program. During this time the representative may share brochures and course curriculums and projected outcomes.
 - B. The program manager determines if the services described are aligned with the court's core service needs.
 - C. Based on the needs of the court, the program manager may request for the prospective provider to complete the Program providers profile application.

3. Profile Application
 - A. The application is given to the provider (emailed, faxed or hand delivered) to complete and return with the required documents. Required are the following: a program description, organizational structure, copies of outcomes of program evaluation, current liability insurance rider, list of each staff providing services, & their job description.
 - B. A Release of information form must be completed by all staff providing services to Juvenile Court Clients.
 - C. The application is screened for accuracy and completions of all documents requested by the program manager.
 - D. The program manager verifies the credentials by contacting the authorizing institute.

- E. The Application is submitted for to Ms. Fran Parker, Administrative Assistant for processing by the Fulton County Sherriff Department.
- F. Upon the completion of background checks, Program managers review the history and notify the contact source if there is criminal data.

4. Site visits

- A. Site visits are required for agencies providing community based services. During the visit the program manager meets the entire staff, tour and inspects the facility, including bathrooms, conference rooms & record management office. Before a provider is accepted and approved, the program manager determines if the location is geographical located within the community and services are affordable for clients.
- B. For approved providers, site visits are conducted by program coordinators twice a year per policy 405-07-06.
- C. Random site visit are made throughout the quarter for program overview of services. Reports and attendance is reviewed monthly.

5. Screening Criminal Background data

- A. Fulton County Police Department performs criminal background checks on all individuals through the Georgia Crime information center.
- B. If an individual has criminal history; the charge, date of offense and disposition is reviewed carefully per policy 405-07-01.
- C. Unacceptable criminal activity –child molestation, endangerment, terrorist acts, more than two consecutive DUIs within 2 years, drug trafficking, possession of firearms, murder, kidnapping, manslaughter, shoplifting within 2 years, prostitution or solicitation, rape, car jacking, armed robbery and assault of any kind.
- D. If the program manager is uncertain of the acceptability of an individual offense without conviction, a conference is required with the immediate supervisor for final determination.
- E. Criminal background reports are not shared with other agencies unless authorized by the individual.

6. Rejection of partnership

- A. A written statement is sent to the service provider indicating that a partnership is not authorized by this court. Specific reason may be given in the letter of notification however this is not required.

Fulton County Juvenile Court

Procedures for the Referral Process

- A. The program managers create a program flyer with information related to the type of services and program dates for services.
Sample attached.
- B. This program alert is emailed to the probation staff and hard copies are disseminated to Probation Supervisors.
- C. Probation Officers screen all youth using the YASI (youth Assessment & screening Instrument) to determine program service needs.
- D. Juveniles and their parents are notified by the probation officer that a referral for service is entered as a condition of their probation.
- E. Referrals are done by probation officers electronically. Sample Referral form attached.
- F. Referrals may also be made directly from a judge.
- G. The referrals are entered into JCATS by program managers and then forwarded to the service provider for services.
- H. The service provider is required to make contact with the Juvenile & Family within five (5) business days for an initial assessment.
- I. If the referral is not appropriate, the referral is returned by the service provider and the Probation Officer is given other recommendations for treatment services.

Monthly Reports

Program managers are required to submit reports by the 5th of each month. This report (attached) includes the number of referral made according to gender and the number of completions & dismissals.

Staff Meetings

Staff meetings are scheduled bi-monthly in a round robin format. Group Project, personnel, new policies and overall court business is discussed at this meeting.

Unit Meetings

Unit meeting are scheduled by Probation Supervisors and program managers are required to attend. Program updates are provided to the group and issues of concerns are discussed. Officers indicate which services are desired and those that are ineffective.

Appendix 9

LIST OF APPROVED GRANT VENDORS

- Project Core-Connect Families (2009 - 2012)
 - Sub-grant number: 2009-DC-BX-0105
 - J.J.F.
 - Key Essentials
 - Branan Medical Corp.
 - MARTA
 - Mustang Corporation and Supplies
 - Prosys Info Systems
 - Zoo Atlanta
 - Chick-Fil-A
 - Georgia Aquarium
 - Wachovia Bank
 - Office Depot
- Disproportionate Minority Contact Project (2009 - 2010)
 - Sub-grant Number: JB-07-CM-006/JB-08CM-001
 - First Team America
 - Bagley Youth Development, LLC
 - ACCuwit (Arthur Parker)
 - MARTA
 - Sam's Club
 - J.J.F.
 - YMCA at Metro Atlanta
 - YMCA at Village of Carver
- Disproportionate Minority Contact Project (2010 - 2011)
 - Sub-grant Number: JB-07-CM-0006
 - KFM Youth
 - First Team America
 - Bagley Youth Development, LLC
 - J.J.F.
 - YWCA at Metro Atlanta
- GED Preparatory Program (2009 - 2010)
 - Sub-grant Number: JB-07FM-005
 - Personnel Only
- GED Program (2010 - 2011)
 - Sub-grant Number: JB08-FM-0004
 - Personnel Only