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U.S. Department of Justice  
Office of Justice Programs  
*Office of Juvenile Justice and Delinquency Prevention*



# Juvenile Restitution Management Audit

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Restitution Education,  
Specialized Training &  
Technical Assistance Program

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The Restitution Education, Specialized Training, and Technical Assistance Program (RESTTA) is designed to promote the use of restitution in juvenile courts throughout the United States. Supported by the Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice, RESTTA is a cooperative effort involving the National Center for State Courts, the Pacific Institute for Research and Evaluation, and the Policy Sciences Group of Oklahoma State University. The Juvenile Justice Clearinghouse at the National Criminal Justice Reference Service operates the National Restitution Resource Center in support of the RESTTA Program.

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7 1989

ACQUISITIONS

March 1989

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Diane M. Munson, Acting Administrator  
Office of Juvenile Justice and Delinquency Prevention

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The Assistant Attorney General, Office of Justice Programs, coordinates the activities of the following program Offices and Bureaus: the Bureau of Justice Statistics, National Institute of Justice, Bureau of Justice Assistance, Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime.

# FOREWORD

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Restitution programs provide the juvenile justice system with a potentially effective mechanism for holding youth accountable for their actions and for responding to the needs of victims.

However, we have learned through evaluation, research, and program experience that to be most effective, restitution programs need to be properly designed, implemented, and managed. This monograph provides a management tool that can be used for planning, conducting, and when necessary, upgrading restitution programs.

I hope you will find *Juvenile Restitution Management Audit* to be a helpful guide and reference source for the operation of your program.

Diane M. Munson, Acting Administrator  
Office of Juvenile Justice and Delinquency Prevention  
U.S. Department of Justice

# PREFACE

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Researchers generally agree that restitution is more likely to be completed—and thus more likely to be effective—if it is applied and monitored in a systematic fashion. This implies professional staffing, written policies and procedures, regular recordkeeping, and an overall operating philosophy.

This document, one of a series of monographs produced by OJJDP's Restitution Education, Specialized Training, and Technical Assistance Program (RESTTA), is a tool for examining six areas of restitution programming. The document can be used in the development of a management plan or in the periodic finetuning that ensures continued effectiveness. In either case, *Juvenile Restitution Management Audit* can help an agency improve its supervision of restitution cases and make it more likely that juvenile offenders will complete their restitution requirements and benefit from the experience.

This audit was prepared by three individuals with years of experience in juvenile court management and research. The materials were field tested in four jurisdictions differing in size and environment: Pittsburgh, Pennsylvania; Madison, Wisconsin; Toledo, Ohio; and Fairfax, Virginia. When used in accordance with instructions, the audit is applicable to any kind of court or separate restitution program in the United States.

*Juvenile Restitution Management Audit* has benefited from the review and collaboration of Dr. Anne Schneider of Oklahoma State University and the attention of OJJDP Program Managers Paul Steiner and Peter Freivalds.

Peter R. Schneider, Ph.D.  
RESTTA National Coordinator  
Bethesda, Maryland

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# INSTRUCTIONS

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Skilled management is essential to an effective restitution program regardless of the size of the jurisdiction, the type of restitution, or the number of juveniles performing restitution. The purpose of this management audit is to permit restitution program managers to examine and assess the functions and capabilities of their programs in the context of meeting their program goals.

Restitution programs vary widely in sponsorship, purpose, and scope. Restitution as a sanction constitutes the sole function of some programs, while in others it is but one component of a comprehensive program. An example of the latter is a probation department in which probation officers assess, recommend, and monitor restitution requirements within the broader framework of a multifunction agency.

Different jurisdictions may have different procedures for determining restitution. In one jurisdiction restitution may be agreed upon at the intake stage, with no formal court proceeding; in another it may be ordered at the disposition stage by a judge or referee in a court hearing.

There are two basic forms of restitution: financial restitution to victims and community work service, with variations that include a combination of the two and the incorporation of victim-offender mediation as part of the process. Juveniles, also, may provide direct services to victims to make reparation for their offenses.

This audit has been designed for use by all types of juvenile restitution programs. However, not all questions may be applicable to all programs, and the audit will apply only to the *restitution* component of agencies whose responsibilities extend beyond juvenile restitution.

## WHO SHOULD CONDUCT THE AUDIT?

Either internal staff or an outside consultant may conduct the audit. If the audit is conducted internally, a committee of three or more persons is preferable to a single person, and at least one of the committee members should be drawn from the outside. A private agency's audit committee could include the program manager, a board member, and a juvenile probation administrator. In a juvenile probation department setting, the committee could include the chief probation officer, a judge, a prosecutor, or a public defender.

If several agencies share responsibility for restitution (e.g., a separate community service or mediation agency works with a probation department), a member of each agency should be included in the audit process.



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## **COMPLETING THE QUESTIONNAIRE**

The audit itself consists of a questionnaire with questions grouped into six sections: Program Philosophy, Program Procedures, Management Information System, Program Evaluation, Program Staffing, and Program Support/Community Relations. The auditor, or the audit committee, should answer all the questions in each section, using the NOT APPLICABLE column only for responses to questions referring to program components that do not currently exist in an individual program. If a question pertains to a restitution responsibility that is performed by a department or agency other than the one for which the audit is conducted, the auditor or audit committee should secure the answer from the appropriate source rather than leaving the question unanswered. When a committee is used, the committee should reach a consensus on the response to questions and the assessment of all written materials. Individual committee members may choose to complete the audit separately prior to committee review.

When the questionnaire has been completed, the auditor or audit committee should review the answers and set priorities among the questions to which a NO response was given. An analysis of these responses should lay the groundwork for the final step, which is to develop recommendations and action plans for improving the program.

## **AUDIT QUESTIONNAIRE**

This questionnaire is divided into six sections, each of which addresses an important aspect of restitution programs. To obtain maximum benefit from the questionnaire, answer every question, marking the NOT APPLICABLE column only if the question deals with a matter not within your agency's scope. (Please note, however, that Section III, p. 9, provides four answer options instead of three.)

Sometimes a question may refer to a procedure or function that is the responsibility of another agency or department. An example is obtaining victim loss information, which may be the responsibility of the prosecutor's office. In such cases, try to obtain the answer from the appropriate person in that department. Do not check the NOT APPLICABLE column unless the procedure or function does not exist in your program. For instance, a question regarding liability insurance for a board of directors would not be applicable to a program that does not have a board of directors.

# QUESTIONNAIRE

YES	NO	NOT APPL
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## I. PROGRAM PHILOSOPHY

Every program or organization has a guiding philosophy and specific goals. A written mission statement articulates these and provides management staff with the opportunity to periodically review its philosophy and assess how well the program is meeting its expressed goals. This section of the questionnaire is designed to further this effort.

- I-1 Does your agency have a written mission statement concerning restitution? 

--	--	--
- I-2 Does your agency's restitution program have written objectives? 

--	--	--
- I-3 Does each component of your restitution program have its own written list of objectives? 

--	--	--
- I-4 Does program management receive monthly reports on the fulfillment of program objectives? 

--	--	--

## II. PROGRAM PROCEDURES

This section deals with the nuts and bolts of your program and how it operates. It is organized under several subheadings to help you focus on *each* program component. Some of the questions may be repeated if they apply to more than one component. For instance, questions regarding juveniles' participation in the community work service component may also be applicable to their performance on paid jobs under the financial restitution component.

### Statement of Operating Procedures

- II-1 Does your restitution program have written operating procedures? 

--	--	--
- II-2 Do the written procedures reflect current operations? 

--	--	--
- II-3 Is a copy given to each staff person? 

--	--	--

### Screening and Intake

This section deals with the beginning of the restitution process, when the juvenile is referred to the agency by the juvenile or family court either through diversion or disposition. It helps your agency assess its procedures regarding program eligibility, due process requirements, provision of oral and written information to the juvenile, and the restitution contract.

- II-4 Is a prescreening or intake form completed for each juvenile that assesses his/her eligibility for the program? 

--	--	--

		YES	NO	NOT APPL
II-5	Can juveniles be denied admission to the restitution program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-6	Are there written eligibility criteria for each component of the restitution program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-7	Is written justification required for exceptions to these criteria?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Do all juveniles receive the following descriptive material when they enter the restitution program?			
II-8	a. A statement of the program's purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-9	b. A statement of the youth's general responsibilities while in the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-10	c. A description of the expected behavior, performance level, and other criteria on which the youth will be evaluated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-11	d. A copy of the restitution contract.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-12	e. Instructions on how the youth can obtain a judicial review of a disputed restitution recommendation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-13	f. Notice of the steps that will be taken if the youth fails to follow the contract provisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-14	If restitution is accepted as an alternative to further case processing or as a diversion sanction, are parents or counsel required to sign a waiver of rights for the juvenile?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-15	If restitution is a requirement of a formal case disposition, is this requirement ordered only by a judge or other judicial hearing officer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-16	Is mediation provided before adjudication?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-17	Is mediation provided after adjudication?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-18	If mediation is provided, are only trained mediators used?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-19	If mediation is provided, are volunteers used as mediators?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-20	When the restitution is determined, is a written contract prepared?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-21	Does a contract for financial restitution include the schedule of payments and deadlines for such payments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-22	Does the contract for community work service include the schedule and number of hours of community work service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

YES	NO	NOT APPL
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**Financial Restitution**

This section deals with all procedures regarding the determination and imposition of monetary reimbursement. It includes questions on the process for determining victim claims and on general accounting and disbursement procedures. If your program has no financial restitution component, mark all the answers NOT APPLICABLE.

Questions on procedures for securing paid jobs for juveniles making financial restitution are listed in the section that immediately follows this one.

In general, which of the following steps take place in obtaining a victim's claim?

- II-23 a. Police reports are obtained and reviewed. 

--	--	--
- II-24 b. Victims are encouraged to file a claim. 

--	--	--
- II-25 c. Nonresponding victims are recontacted. 

--	--	--
- II-26 d. The extent of loss or damage is determined. 

--	--	--
- II-27 e. Insurance documentation is obtained and reviewed. 

--	--	--
- II-28 Are there written procedures for processing money? 

--	--	--
- II-29 Are all money payments recorded? 

--	--	--
- II-30 Are receipts given for all cash payments? 

--	--	--
- II-31 Are all persons who can accept restitution payments bonded? 

--	--	--
- II-32 Is there an established guideline for determining how and when the juvenile's payment will be disbursed to the victim? 

--	--	--
- II-33 Is the length of time between payment by the juvenile and disbursement to the victim regularly monitored? 

--	--	--
- II-34 Is there a system for routinely flagging delinquencies in payment? 

--	--	--
- II-35 Is the victim notified if there is significant default of the financial restitution requirement? 

--	--	--
- II-36 Is a financial audit conducted at least annually? 

--	--	--
- II-37 Do procedures permit only a judge or other judicial hearing officer to reduce a financial restitution requirement? 

--	--	--

YES	NO	NOT APPL
-----	----	----------

### Job Assistance

These questions refer to procedures for securing paid jobs for juveniles who make financial restitution. They cover the program's relationship with community organizations that help with job placement and with the employers themselves. If your program does not provide job assistance (e.g., job skills training, job placement), check the NOT APPLICABLE column for each question.

- |       |   |                          |                          |                          |
|-------|---|--------------------------|--------------------------|--------------------------|
| II-38 | Does your agency regularly identify community organizations that help in locating jobs for juveniles?                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-39 | Are these organizations regularly contacted to determine their satisfaction with your agency's program?                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-40 | Are efforts made to match a juvenile's needs and interests with the needs and interests of the employer?                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-41 | Is there a written policy regulating the kind of information that can be shared with an employer prior to a juvenile's job placement?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-42 | Are written contracts or agreements drawn up with employers concerning the responsibilities of the jobsite and the restitution program? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-43 | Does the restitution program adhere to Federal and State labor laws concerning the work that juveniles can and cannot perform?          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-44 | If yes, can the program document its compliance with Federal and State labor laws?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-45 | Does the employer adhere to Federal and State labor laws concerning the work that juveniles can and cannot perform?                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-46 | If yes, can the employer document its compliance with Federal and State labor laws?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-47 | Is there insurance covering juveniles' worksite injuries?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-48 | Is there insurance covering injuries a juvenile may cause to other persons or property at the worksite?                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-49 | Is contact regularly made with the jobsite to determine if the juvenile is receiving adequate supervision?                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| II-50 | Does the employer or work supervisor submit an evaluation of the juvenile's work performance?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

	YES	NO	NOT APPL
II-51 Is the juvenile given an opportunity to evaluate the jobsite and work experience?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-52 Does your agency have a written policy on how much pay juveniles may keep?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Community Work Service**

This section is designed to help you evaluate the assignment and monitoring of restitution to the community performed by working a specified number of hours in public agencies or private nonprofit community organizations.

II-53 Does your agency have a community work service component?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-54 Does your agency have a written description of all available community work service opportunities that the staff can use in assigning juveniles to community service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-55 Is the list kept current?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-56 If a pool of community work service worksites is maintained, do juveniles have the opportunity to choose where they will do community service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-57 When the restitution program relies on an external organization to coordinate and oversee the community work service placement, is a written contract or agreement with this organization drawn up?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-58 Are efforts made to match a juvenile's needs and interests with the needs and interests at the community service sites?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-59 Is there a procedure that ensures juveniles are placed in community service as quickly as possible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-60 Are there written contracts or agreements with individual community work service sites concerning the responsibility of the site and of the restitution program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-61 Does the program have a community service worksite supervisor's manual?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-62 Is a copy of the manual given to each worksite supervisor?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-63 Is the manual regularly updated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-64 Do community service worksite supervisors have training in tool use and emergency medical procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		YES	NO	NOT APPL
II-65	Is there insurance covering juveniles' injuries while performing community work service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-66	Is there insurance covering injuries a juvenile may cause to other persons or property at the community work service site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-67	Does the program use a community work service hours grid or matrix to encourage a uniform assignment of hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-68	Is there a written policy regulating the kind of information that can be shared with a worksite prior to a juvenile's job placement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-69	Do procedures permit only a judge or other judicial hearing officer to reduce the number of community work service hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Enforcement

This section contains questions on your program's policies in dealing with juveniles who fail to comply with restitution requirements.

II-70	Is the restitution contract monitored on a regular basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-71	Are informal procedures taken when the juvenile fails to comply with the restitution requirement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-72	Is there a written policy on how a staff person should proceed if a juvenile fails to comply with the restitution requirement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-73	Is an investigation conducted to determine the reason(s) for noncompliance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-74	Is a court hearing scheduled when noncompliance is determined to be willful?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	If a juvenile is placed in secure detention for failure to comply with restitution requirements,			
II-75	a. Are statutory detention criteria adhered to?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-76	b. Are the juvenile's constitutional and legal rights fully protected?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II-77	If a youth doing community service fails to perform the assigned community work service hours, must a judge or referee (e.g., master, commissioner) formally approve an increase in the number of hours assigned?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

YES	NO	NOT AVAIL	NOT APPL
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### III. Management Information System

It is very important for restitution programs to maintain sufficient and complete information on specific aspects of the program, such as the number of juveniles agreeing to or ordered to make restitution, the total dollar amount or number of hours agreed to or ordered, and the total amount collected or hours completed. The information helps management evaluate the program's effectiveness and enables the program to disseminate information to the public.

This section concerns the kind of information provided to program management and is divided into three parts, each dealing with one component of the restitution program: Financial Restitution, Community Work Service, and Mediation. The first two parts are further divided into two stages: Intake (cases disposed informally) and Disposition (cases disposed formally).

Check YES if your system maintains and regularly provides the information to management staff. Check NO if your system is *capable* of providing the information (i.e., can obtain the needed data) but the information is *not* provided to program management. Check NOT AVAILABLE if your system is not capable of providing the information (i.e., cannot obtain the data). Check NOT APPLICABLE if the information is not appropriate for your program (e.g., if your program does not have a financial restitution component).

#### Financial Restitution

Is the following information regarding financial restitution provided to program management?

##### *Intake*

III-1 Number of juveniles agreeing to make financial restitution.

--	--	--	--

III-2 Total dollar amount agreed on.

--	--	--	--

III-3 Average dollar amount agreed on.

--	--	--	--

III-4 Total dollar amount collected.

--	--	--	--

III-5 Average dollar amount collected.

--	--	--	--

III-6 Number of juveniles who paid total amount agreed on.

--	--	--	--

III-7 Number of victims filing victim loss or damage claims.

--	--	--	--

III-8 Number of victims receiving *any* financial restitution.

--	--	--	--



	YES	NO	NOT AVAIL	NOT APPL
III-9 Total amount disbursed.				
III-10 Number of formal petitions brought for default of restitution agreements.				

*Disposition*

III-11 Number of juveniles ordered to make financial restitution.				
III-12 Total dollar amount ordered.				
III-13 Average dollar amount ordered.				
III-14 Total dollar amount collected.				
III-15 Average dollar amount collected.				
III-16 Number of juveniles who paid total amount ordered.				
III-17 Number of victims filing victim loss or damage claims.				
III-18 Number of victims receiving <i>any</i> financial restitution.				
III-19 Total amount disbursed.				
III-20 Number of noncompliance hearings brought for default of restitution requirements.				

**Community Work Service**

Is the following information on community work service regularly provided to program management?

*Intake*

III-21 Number of juveniles agreeing to perform community work service.				
III-22 Total number of hours agreed on.				
III-23 Average number of hours agreed on.				
III-24 Total number of hours completed.				
III-25 Average number of hours completed.				
III-26 Number of juveniles completing community work service.				
III-27 Number of formal petitions brought for default of community work service agreements.				

YES	NO	NOT AVAIL	NOT APPL
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*Disposition*

III-28	Number of juveniles ordered to perform community work service.				
III-29	Total number of hours ordered.				
III-30	Average number of hours ordered.				
III-31	Total number of hours completed.				
III-32	Average number of hours completed.				
III-33	Number of juveniles completing community service.				
III-34	Number of noncompliance hearings brought for default of community work service.				

**Mediation**

Is the following information on mediation regularly provided to program management?

II-35	Number of restitution cases mediated.				
II-36	Number of mediated cases that reached a restitution agreement.				

**IV. Program Evaluation**

Evaluation is essential for ensuring that a program fulfills its goals. It can help program managers identify areas where the program needs to be improved, and it can offer documentation to the public concerning the program's success in fulfilling its mission.

		YES	NO	NOT APPL
IV-1	Is a formal evaluation of the restitution program conducted periodically?			
IV-2	If YES, are evaluations conducted at least once a year?			
IV-3	Do the evaluations include comparisons with previous years?			
IV-4	Does the evaluation include analysis of performance (e.g., successful completion rates) for different characteristics of juveniles (e.g., by age, type of offense)?			
IV-5	Does the evaluation include analysis of victim perceptions and attitudes?			
IV-6	Does the evaluation include analysis of perceptions and attitudes of participating business and community work service jobsites?			

YES	NO	NOT APPL
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Are the following outcome ratios (percentages) examined on a regular basis?

*Intake*

- IV-7 Percentage of juveniles who fulfill their financial restitution commitments; i.e.:  

$$\frac{\text{\# juveniles who pay total \$ amount agreed on}}{\text{\# juveniles who agree to make financial restitution}}$$
- IV-8 Percentage of juveniles who fulfill their community work service commitments; i.e.:  

$$\frac{\text{\# juveniles who complete total \# hours agreed on}}{\text{\# juveniles who agree to perform community work service}}$$
- IV-9 Percentage of promised dollars actually collected; i.e.:  

$$\frac{\text{total \$ amount collected}}{\text{total \$ amount agreed upon}}$$
- IV-10 Percentage of promised community work service hours actually performed; i.e.:  

$$\frac{\text{total \# hours performed}}{\text{total \# hours agreed upon}}$$
- IV-11 Average percentage of agreed-upon amount actually collected per juvenile; i.e.:  

$$\frac{\text{average \$ amount collected}}{\text{average \$ amount agreed on}}$$
- IV-12 Average percentage of agreed-upon hours actually performed; i.e.:  

$$\frac{\text{average \# hours performed}}{\text{average \# hours agreed upon}}$$
- IV-13 Percentage of victims filing claims who receive any financial restitution; i.e.:  

$$\frac{\text{\# victims receiving any financial restitution}}{\text{\# victims filing loss or damage claims}}$$

YES	NO	NOT APPL
-----	----	----------

*Disposition*

- IV-14 Percentage of juveniles who pay total amount of financial restitution ordered; i.e.: [ ] [ ] [ ]  
# juveniles who pay total \$ amount ordered  
 # juveniles ordered to make financial restitution
- IV-15 Percentage of juveniles who complete total number of community service hours ordered; i.e.: [ ] [ ] [ ]  
# juveniles who complete total # hours ordered  
 # juveniles ordered to perform community work service
- IV-16 Percentage of amount ordered that is actually collected; i.e.: [ ] [ ] [ ]  
total \$ amount collected  
 total \$ amount ordered
- IV-17 Percentage of total ordered community work service hours performed; i.e.: [ ] [ ] [ ]  
total # hours completed  
 total # hours ordered
- IV-18 Average percentage of ordered amount actually collected per juvenile; i.e.: [ ] [ ] [ ]  
average \$ amount collected  
 average \$ amount ordered
- IV-19 Average percentage of hours ordered actually performed per juvenile; i.e.: [ ] [ ] [ ]  
average # community service hours performed  
 average # hours ordered
- IV-20 Percentage of victims filing claims who receive any financial restitution; i.e.: [ ] [ ] [ ]  
# victims receiving any financial restitution  
 # victims filing loss or damage claims

YES	NO	NOT APPL
-----	----	----------

## V. Program Staffing

Staffing patterns and staff functions are important elements in the successful operation of a restitution program. This section is concerned with policies for securing and keeping qualified personnel, providing necessary training, and conducting performance evaluations.

- |      |  |                          |                          |                          |
|------|--|--------------------------|--------------------------|--------------------------|
| V-1  | Does your agency have written personnel policies?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-2  | Are there established qualifications for program positions?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-3  | Are the positions filled with candidates who have the stated qualifications?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-4  | Are there written job descriptions for the positions?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-5  | Do the job descriptions reflect what the employee actually does?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-6  | Do newly hired employees receive a structured orientation concerning job duties, personnel policies, and organizational history and structure? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-7  | Are pay scales and fringe benefits of program staff comparable with those of other community agencies?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-8  | Are restitution program employees covered by professional liability insurance?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-9  | Is an up-to-date description of all insurance benefits available to employees?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-10 | Do employees receive written performance evaluations at least annually?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-11 | Do employees participate in the evaluation process?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| V-12 | During the past year were funds expended for staff training to improve the restitution program?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

YES	NO	NOT APPL
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## VI. Program Support/Community Relations

Community support and involvement are important for justifying and strengthening the program and securing necessary funding. Providing accurate information to the media and to the public, obtaining the services of a governing or advisory board, and utilizing volunteers are all important parts of stimulating community awareness and gaining financial and other support.

### Public Information

- |      |  |  |  |  |  |
|------|--|--|--|--|--|
| VI-1 | Is a specific person designated as the primary agency spokesperson for the restitution program?  | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|      |  |  |  |  |  |
| VI-2 | Does your agency disseminate to the public a brochure on the restitution program's purpose and benefits?   | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|      |  |  |  |  |  |
| VI-3 | Does your agency produce and disseminate an annual report of restitution program activities?   | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|      |  |  |  |  |  |
| VI-4 | Is a continuing effort made to keep the juvenile justice system (e.g., prosecutors, public defenders, law enforcement officials) informed about the restitution program's overall results? | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|      |  |  |  |  |  |

### Governance

- |      |  |  |  |  |  |
|------|--|--|--|--|--|
| VI-5 | Does your agency have an advisory or governing board?  | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|      |  |  |  |  |  |
| VI-6 | Does the board operate under established bylaws or written guidelines?                           | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|      |  |  |  |  |  |
| VI-7 | If you have a board of directors, does your agency maintain liability insurance for its members? | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|      |  |  |  |  |  |

### Volunteers

- |       |   |  |  |  |  |
|-------|---|--|--|--|--|
| VI-8  | Does your program use volunteers?   | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|       |   |  |  |  |  |
| VI-9  | Are written qualifications used in the selection of volunteers?                                 | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|       |   |  |  |  |  |
| VI-10 | Are these criteria generally followed in selecting volunteers?                                  | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|       |   |  |  |  |  |
| VI-11 | Does the program have the right to refuse a volunteer who does not meet the screening criteria? | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|       |   |  |  |  |  |
| VI-12 | Are volunteers required to follow confidentiality requirements established by the program?      | <table border="1" style="display: inline-table;"> <tr> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> <td style="width: 33px; height: 20px;"></td> </tr> </table> |  |  |  |
|       |   |  |  |  |  |

	YES	NO	NOT APPL
VI-13 Are there specific job descriptions for volunteer positions (excluding jobsite supervisors)?			
VI-14 Are newly selected volunteers given an orientation on agency procedures?			
VI-15 Are special efforts made to recognize volunteers (e.g., newsletter articles, awards, annual banquets)?			

**Checklist of Written Program Materials**

This questionnaire has made frequent references to specific written materials deemed important to a successful restitution program. These materials are listed below to help you not only identify that they exist but also to help you evaluate them.

You may check one or more of four columns: NOT APPLICABLE (refers to a program component that does not exist), NOT AVAILABLE (the program component exists but your program has not prepared the materials), GOOD QUALITY, and NEEDS WORK. The last two categories require that a subjective judgment be made. People knowledgeable in the substantive area of the materials and in effective methods of presenting information may be asked to help assess these.

	NOT APPL	NOT AVAIL	GOOD QUAL	NEEDS WORK
Mission statement				
Program objectives				
Program operating procedures				
Eligibility criteria				
Prescreening/intake form				
Materials for juveniles				
Restitution contract				
Procedures for dealing with failure to comply with restitution				

	NOT APPL	NOT AVAIL	GOOD QUAL	NEEDS WORK
Procedures for processing money				
Policy regarding information sharing with employer				
Contract/agreement with employer or community job placement agency				
Contract/agreement with community service worksite				
Insurance coverage of injury <i>to</i> juveniles				
Insurance coverage of injury <i>by</i> juveniles				
Policy on wage amounts juveniles may retain				
Description of available jobsites				
Worksite supervisor's manual				
Personnel policies				
Staff qualifications				
Staff job descriptions				
Staff liability insurance coverage				
Staff insurance benefits				
Bylaws/guidelines for board				
Board liability insurance				
Volunteer qualifications				
Program brochure				
Program annual report				





## The National Restitution Training Series— Nine Training Videotapes for Your Restitution Program

Use the tapes to train your staff, orient volunteers, and introduce restitution to court officials, community leaders, or the media. In each 1-hour program, a leading expert presents practical information on important facets of juvenile restitution.

The videotapes\* cost \$50 each. Save money by ordering the complete set of nine tapes for \$400 and receive a free copy of the *Guide to Juvenile Restitution*, the manual that shows how to develop, implement, and manage juvenile restitution programs. Additional copies of the *Guide* are \$12.50 each.

Just check the boxes for the tapes you want, fill in the rest of this form and send, with payment, to:

National Institute of Justice/NCJRS  
The National Restitution Training Series  
Dept. F-AJC  
Box 6000  
Rockville, MD 20850

\*Available in VHS only. Individuals interested in purchasing tapes in Beta or 3/4-inch format should call the Juvenile Justice Clearinghouse at 800-638-8736.

### Individual RESTTA Training Tapes (\$50 each)

- A. Approaches to Restitution Programming (NCJ 100135-01)
- B. Program Components and Processes (NCJ 100136-01)
- C. Managing Restitution Programs (NCJ 100137-01)
- D. Restitution: Does It Work? Research Findings and Their Policy Implications (NCJ 100138-01)
- E. Legal Issues in Restitution Programming (NCJ 100139-01)
- F. Victim-Offender Mediation (NCJ 100140-01)
- G. Measuring Program Success: How To Get Useful Evaluations for Your Juvenile Restitution Program (NCJ 100141-01)
- H. Management Information Systems: Strategies and Choices for Juvenile Restitution Programs (NCJ 100142-01)
- I. Victim-Offender Mediation Simulation (NCJ 115523-01)

### Entire Series (\$400)

- J. Restitution Training Series (all nine tapes, postage, handling, and a free *Guide to Juvenile Restitution*)

### Guide Alone (\$12.50)

- K. *Guide to Juvenile Restitution* (NCJ 098466)

Enclose payment or give account number:

- Payment enclosed, payable to NCJRS  
 Deduct these items from my NCJRS Deposit Account # \_\_\_\_\_

Charge my

- MasterCard or  VISA  
# \_\_\_\_\_

Expiration Date \_\_\_\_\_ Signature \_\_\_\_\_

- Purchase order (add \$1.95 processing fee)

Name \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

State \_\_\_\_\_ ZIP \_\_\_\_\_

**For more information about restitution products and services, call the Juvenile Justice Clearinghouse toll free at 800-638-8736 or 301-251-5194.**