

**REPORT OF THE FEDERAL FISCAL YEAR 2006-2007  
EVALUATION OF THE ALTERNATIVES TO  
DETENTION PROJECT ADMINISTERED BY  
THE SPARTANBURG PUBLIC SAFETY DEPARTMENT**

**FUNDED BY JUVENILE JUSTICE FORMULA GRANT 1J06002 FROM  
THE SOUTH CAROLINA DEPARTMENT OF PUBLIC SAFETY**

**OCTOBER 15, 2007**

**Evaluation Conducted by SWS, Inc.  
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## **EXECUTIVE SUMMARY**

The Spartanburg Alternatives to Detention project began on October 1, 2006 to reduce the high detention rate among juvenile offenders in Spartanburg County. The project is administered by the Spartanburg Department of Public Safety. The goal of the project is “To reduce and/or eliminate the inappropriate or unnecessary use of secure detention for juveniles to decrease detention population, community costs, juvenile recidivism and to provide for an appropriate environment and services for qualifying juveniles whenever possible while protecting public safety.”

The goals of the project are to: increase the use of alternatives to detention programming versus secure confinement; quickly identify eligible youth for release to an alternative placement while providing for public safety; ensure a juvenile’s presence in court without the need for confinement; assist juveniles in refraining from committing new crimes pending court disposition; provide intervention/prevention programs; assist juvenile offenders and their families with support services; and make appropriate referrals for services.

This project was implemented quickly and efficiently and all of the goals achieved during the first year of operations. All of the objectives of the grant were achieved also, although data was not available for three of the objectives, including two mandatory objectives, due to difficulties in extracting the information from the Department of Juvenile Justice information system. Nevertheless, indirect evidence indicates that these objectives were likely to have been met.

It is recommended that the project staff continue to operate as they have and that the Department of Public Safety, Department of Juvenile Justice and other organizations continue their support of the project.

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# INTRODUCTION

## Description of the Project

The Spartanburg community has a high detention rate for juveniles. The rate of occurrence per 100 for detention of Caucasian youth in Spartanburg is 26.98 compared to 18.63 for the state and the rate of occurrence for minority youth in Spartanburg is 37.67 compared to 21.5 in South Carolina.

The Spartanburg Alternatives to Detention project began on October 1, 2006 to reduce this high detention rate. The project is administered by the Spartanburg Department of Public Safety. The goal of the project is “To reduce and/or eliminate the inappropriate or unnecessary use of secure detention for juveniles to decrease detention population, community costs, juvenile recidivism and to provide for an appropriate environment and services for qualifying juveniles whenever possible while protecting public safety.”

The target population of the project is juveniles 13 to 16 years old in Spartanburg County charged with a crime who are appropriate to remain in the community rather than being detained at DJJ facilities in Columbia. The project provides alternative services to allow these youths to stay in the Spartanburg community and to reside in their homes or with relatives. A case manager provides frequent checks on the identified youth as well as arranging for the alternative services. Police officers also do unannounced house checks and the project provides wrap around services for youth who are not Medicaid eligible. The services that are provided include:

- Juvenile Residential Institution/Alternative Placement
- Case Management
- Curfew Checks
- School Visits
- Home Visits
- Mentors
- Counseling
- Education Assessment
- Employment Assistance
- Referrals to Other Services
- Court Assistance

The youth must observe a curfew and must restrict their movements outside of their pre-approved activities. Parents of the youth must cooperate with the program in order for the youth to successfully complete.

Spartanburg County has a number of resources that lend themselves to the success of this project. The Spartanburg Youth Council provides a strong opportunity to develop responses to the problem of high detention rates. In addition, the Targeted Community Action Planning (TCAP)

program is identifying the more serious juvenile offenders and providing services for them. The Spartanburg Family Court, the Department of Juvenile Justice, the City of Spartanburg Department of Public Safety, the Spartanburg County Sheriff's Department, the Youth Council and others all agree that alternatives to detention are important and necessary for the juvenile justice system in the Spartanburg community.

This grant was awarded under Program Area #2, Alternatives to Detention, of the OJJDP Formula Grants. The purpose of the grant is "To provide alternative services to a juvenile offender in the community as an alternative to incarceration." The OJJDP Logic Model for Program Area #2 grants may be found in Appendix 1. The OJJDP Program Area #2 Performance Measures may be found in Appendix 2.

The City of Spartanburg is the fiscal agent for the grant, but much of the work on the grant is being conducted in partnership with the Spartanburg County Office of the Department of Juvenile Justice and other partners. In its early stages, the project was initiated with youth charged with property crimes. Youth who are still being detained for disturbing schools are also to be considered for the program. The program will serve at least 25 youth in the first year of the grant, but potentially may serve more.

## **Project Process**

Youth enter the program in one of two ways:

- At the time of arrest, if possible, the youth is released to the home and parents with the additional services, or;
- After the preadjudicatory hearing, a request is made that the youth will not be detained, but instead be placed on home detention. The youth is required to stay at home except for allowed appointments.

If the juvenile arrested is 13 years old or older, the arresting police officer is responsible for determining if a juvenile is to be detained. DJJ will assist in making that determination. The DJJ Detention Screening Advisory Form can help in making the decision as to whether the juvenile should be detained. Training of the county's law enforcement officers on the availability of the project and on how to make the decision as to whether to detain or not is an important part of the project process.

The case manager, who is a City of Spartanburg police officer, is housed in the Department of Juvenile Justice (DJJ) offices. She works closely with DJJ to assure appropriate decision making at the beginning of cases and to assure follow-up. She makes face-to-face visits to the juveniles twice a week and telephone calls three times a week. City and county police officers also make unannounced home checks on the youth. The youth must complete the services in their case plans or face sanctions.

## **Project Goals**

The goals of the project are to:

- Increase the use of alternatives to detention programming versus secure confinement
- Quickly identify eligible youth for release to an alternative placement while providing for public safety.
- Ensure a juvenile's presence in court without the need for confinement.
- Assist juveniles in refraining from committing new crimes pending court disposition.
- Provide intervention/prevention programs.
- Assist juvenile offenders and their families with support services.
- Make appropriate referrals for services.

## **Project Objectives**

The following are the objectives for the project:

1. During the grant period, there will be increased organizational capacity to the Spartanburg community to implement the Alternatives to Detention system changes through the use of Formula Grant funds, in-kind and other grant funds that might be received.
2. During the reporting period, there will be increased organizational capacity to the Spartanburg community to implement the Alternatives to Detention system changes through an increase in the number of client service slots available for this program. The expected increase will be at least a 7% reduction in the number of youth detained from 2004-2005 from 342 to 317.
3. During the report period, at least three alternative detention program options will be available to include increased case management, additional services and home detention.
4. During the report period, at least 25 youth will be served with alternatives to detention.
5. During the report period, the rate of delinquency for the youth being served will be less than 20%. (Less than 5% of the youth being served will be re-arrested or seen at juvenile court for a new delinquent offense during the period.)
6. During the reporting period, the percentage change in the average daily population of preadjudicated and postadjudicated juveniles in secure detention for Spartanburg County will be reduced by 7%.
7. During the reporting period, the percentage change in the average length of stay in days of juveniles residing in secure juvenile detention facility will decrease by at least 5% from the 2004-2005 rate for Spartanburg County residents.
8. During the reporting period, the number and percent of youth successfully completing the program will be at least 15, which is 60%. It is expected that the number will increase substantially in future years.
9. During the reporting period, the Case Manager will document improved system effectiveness through the number of youth returning to court for scheduled hearings which will be greater than 50%.
10. During the reporting period, the Case Manager will document the number and percent of youth satisfied with the program.
11. During the reporting period, the Case Manager will document the number and percent of program families satisfied with the program.

## **Project Performance Indicators**

The following are the performance indicators for the project:

1. The Project Director will document the increased organizational capacity to the community through the amount of funding and in-kind donations received.
2. The Case Manager will retain records of the number of youth served during the period.
3. The Case Manager will retain a description of the number of detention alternative program options available during the reporting period.
4. The Case Manager will retain documentation of the number of youth carried over from each reporting period to the next, plus new admissions during the reporting period.
5. The Case Manager will be responsible for collecting with the help of Department of Juvenile Justice staff the following:
  - Number of program youth with a new offence and the number of youth in the program
6. The Case Manager will be responsible for collecting with the help of Department of Juvenile Justice staff the following:
  - Average daily population of preadjudicated and postadjudicated juveniles in secure detention in the current year
  - Average daily population of preadjudicated and postadjudicated juveniles in secure detention in the previous year
7. The Case Manager will be responsible for collecting with the help of the Department of Juvenile Justice staff the following:
  - Average length of stay in detention in the current year
  - Average length of stay in detention in the previous year
8. The Case Manager will be responsible for collecting the following:
  - The number of program youth who have exited the program having completed program requirements
  - The number of youth who left the program
9. The Case Manager will maintain the number of program youth who return to all scheduled hearings and the number of youth in the detention alternative program.
10. The Case Manager will maintain the number of program youth satisfied with the program and the number of program youth returning the surveys, to determine a percentage.
11. The Case Manager will maintain the number of program parents satisfied with the program and the number of program parents returning the surveys to determine a percentage.

# METHODOLOGY

## Philosophy of the Approach

SWS is using an action research approach to conduct this evaluation. As described by Greenwood and Levin in *Introduction to Action Research*, action research involves the professional researcher working with the members of an organization and community to improve a situation. Action research (or, in this case, evaluation) means that information developed by the evaluator is used by the organization and community to change their activities and objectives as they go along to make it more likely that the goals of the program will be achieved. In action research, the evaluator is part of the process. In traditional evaluation, the evaluator stands outside of the process.

## Methodology of the Evaluation

There are eight parts to the methodology for the evaluation. The eight parts are:

- Part 1 - Conduct three or more on-site visits. The first visit was to work with the Project Director and Case Manager to be certain that the SWS personnel have a complete understanding of the project and that all roles are clear. The second visit was to deliver and explain the database that was used to track all of the quantitative requirements of the goals, objectives and performance indicators. The third visit was to observe home visits and to provide technical assistance as necessary on responding to state data requirements.
- Part 2 - Develop a database which can be used by the Case Manager and Project Director to capture and store the information required by the objectives and performance indicators. Help the Case Manager and Project Director identify exactly where to find the data that is required by the objectives and performance indicators so that it may be entered into the database. Train project staff on how to use the database to complete reports and to monitor the youth and the project as a whole.
- Part 3 - Design a youth satisfaction and a family satisfaction survey. Train the Case Manager and others on how to use the survey and how to enter the results into the database.
- Part 4 - Conduct a process evaluation by measuring the implementation of the program objectives stated in Section III.
- Part 5 - Conduct an outcome evaluation by measuring the progress made towards meeting the performance indicators found in the project proposal and outlined in Section III.
- Part 6 - Prepare two reports, an interim report at the end of the sixth month and a final report at the end of the grant period. The sixth month report will be provided on April 15, 2007 and the final report on October 15, 2007. The interim report will report on the process of implementing the project. The final report will include both process and outcome evaluation, conclusions and recommendations.
- Part 7 - Assist the program in completing on-line forms required for the grant for data that does not include financial or personnel matters.
- Part 8 - As part of the evaluation, report the data required by OJJDP as stated in the Logic Model and Performance Measures found in Appendices 1 and 2 or the appropriate data if a different set of OJJDP Performance Measures are required.

## **Process Evaluation Methods**

A series of interviews with project personnel, reviews of documentation, and observations were conducted during the year. The satisfaction surveys for youth and families were also developed. A method for documenting qualitative data, consisting of periodic documented meetings with evaluation staff was developed for use by persons involved in the project.

## **Outcome Evaluation Methods**

The database developed by the program and SWS was used to store information for the Performance Indicators, objectives and OJJDP Performance Measures (found in Appendix 2).

## **Develop Evaluation Reports**

There were five parts to developing the evaluation report. 1) A quantitative database and a qualitative database were developed into which all of the data gathered was placed. 2) Statistical and qualitative methods were be used to analyze the databases, creating a description of the project, its successes and its weaknesses. 3) The findings of the analysis were described in charts, tables, and a written form. 4) Written conclusions were drawn from the findings and reported. 5) Written recommendations were developed.

## **PROCESS FINDINGS**

The process of the project is divided into four phases. In the first phase, the case manager was hired, arrangements made for office space, processes and procedures determined and coordination with law enforcement, DJJ, the courts, referral sources and others established and officers hired to carry out random checks on juveniles. In the second phase, initial operations began, with the first juveniles screened and accepted into services, referrals made and law enforcement officers trained. In the third phase, the system was refined, with additional training provided to more officers, additional services identified and implemented, information provided to other members of the juvenile justice system and arrangements made to follow the progress of the juveniles in school. The fourth phase will be a re-examination of the project after the completion of the evaluation, with changes made to further improve the system.

Overall, officers have been reluctant, to this point, to release juveniles to their families immediately after arrest. The Case Manager does work with the arresting officers to find other alternative placements until the initial hearing. At the initial hearing, on the advice of the solicitor, judges will often place the juveniles under house arrest, with specific restrictions and conditions. The Case Manager is present in the hearings and assures that arrangements are made to carry out the restrictions and conditions.

### **Phase One - Initiation of the Project**

In Phase One, which lasted from October 1, 2006 to about April 1, 2007, Officer Tracey Fowler of Spartanburg Public Safety was chosen to be the case manager. Officer Fowler established an office in the Spartanburg County DJJ offices and immediately developed presentation materials to explain the project to other members of the juvenile justice system.

Throughout the year, Officer Fowler and the Project Director, Joyce Lipscomb, met on a monthly basis with representatives from Spartanburg DJJ, the State DJJ office, law enforcement, service providers, the court system and others to coordinate and plan for the project. They also met with the Youth Council each month to maintain ties to the youth-serving community.

During this phase, Fowler began making presentations to law enforcement officers, usually at roll call. A job description for the officers who make random visits to the juveniles served by the project was developed along with financial arrangements to pay the officers. These officers were identified and hired. Procedures were established for the project. The database and satisfaction surveys were developed and implemented.

### **Phase Two - Initial Operations**

The first juvenile entered services on January 17, 2007. Further training was provided for a larger number of law enforcement officers. An RFP was written, sent out and awarded to Care Focus to provide wrap-around services for juveniles not receiving Medicaid. In addition, short term residential services were identified for juveniles that officers were willing to send to such a

facility rather than to detention. These residential services are being provided by Youth Advocate Program and Lutheran Family Services. Officer Fowler attended training to become certified as a leader for Choices<sup>tm</sup> anger management groups, a curriculum which is designed for first time offenders, particularly those charged with disturbing schools.

## **Phase Three - Refinement**

During this phase, which began on June 15, 2007 and lasted until September 30, 2007, the lessons learned in the first and second phase were applied. Additional training was provided to law enforcement, as well as to DJJ and court workers. All law enforcement officers in the county are now trained on the project. Mentoring training was provided to a group of four volunteers. Arrangements were also made with the schools to receive grades, test scores and behavior records for the juveniles to track the academic progress of youth served in future years of the grant.

## **Specific Progress on Project Performance Indicators**

1. The amount of funding and in-kind donations provided to the community which increased organizational capacity is being documented and the documentation maintained by the Project Director.
2. The Case Manager is retaining the records of the number of youth served by the project through the use of the database developed for the project.
3. The Case Manager is retaining and regularly updating a description of the detention alternative program options available to the project.
4. The Case Manager is retaining documentation of the number of youth carried over from each reporting period to the next, plus new admissions through the use of the database developed for the project.
5. The Project Director attempted several times to obtain data regarding the average daily population of preadjudicated and postadjudicated juveniles in secure detention in the project year and the average daily population of preadjudicated and postadjudicated juveniles in secure detention in the previous year. The Department of Juvenile Justice staff is collecting the data and will report it to the evaluators.
6. The Project Director attempted several times to obtain data regarding the average length of stay in detention in the current year and the average length of stay in detention in the previous year. The Department of Juvenile Justice staff is collecting the data and will report it to the evaluators.

7. The Case Manager is maintaining the number of program youth who have exited the program having completed program requirements and the number of youth who left the program through the database developed for the project.
8. The Case Manager is maintaining the number of program youth who return to all scheduled hearings and the number of youth in the detention alternative program through the database developed for the project.
9. The Case Manager is maintaining the number of program youth satisfied with the program and the number of program youth returning the surveys, to determine a percentage.
10. The Case Manager is maintaining the number of program parents satisfied with the program and the number of program parents returning the surveys to determine a percentage.

## **Alternatives to Detention Being Used**

The alternatives to detention that are being used in the project are:

Foster Care with:

- JRI (Juvenile Removal Initiative) - foster care beds operated throughout the state by Lutheran Family Services or
- YAP (Youth Alternatives Program). According to the Case Manager, there are beds in Spartanburg, but few openings. Youth must first be incarcerated and then transported by the jail staff to open beds in other counties.

Placement with Family Members which may also include:

- House arrest (curfew, etc.) – include monitoring by Officer Fowler
- Electronic monitoring with ankle bracelet
- Voice monitoring via telephone

Unannounced school and home visits are made by the Case Manager and by police officers to assure that youth and families are following the terms of the alternatives to detention. Three officers from Spartanburg County conducted 127 hours of unannounced visits, and one officer from the City of Spartanburg conducted 12 hours of unannounced visits, for a total of 139 hours of police officer services provided for the project.

In addition to providing youth with alternatives to detention, the project also offers youth case management, counseling, mental health services, anger management programming, and referrals to counseling programs such as the Juvenile Fire Setter Program. Counseling and mental health services are provided by a mental health worker on staff at DJJ. The anger management programming is provided by the case manager. The anger management programming is available to all youth at DJJ. The case manager has completed one six-session group of eight youth and has begun a second group of eight youth.

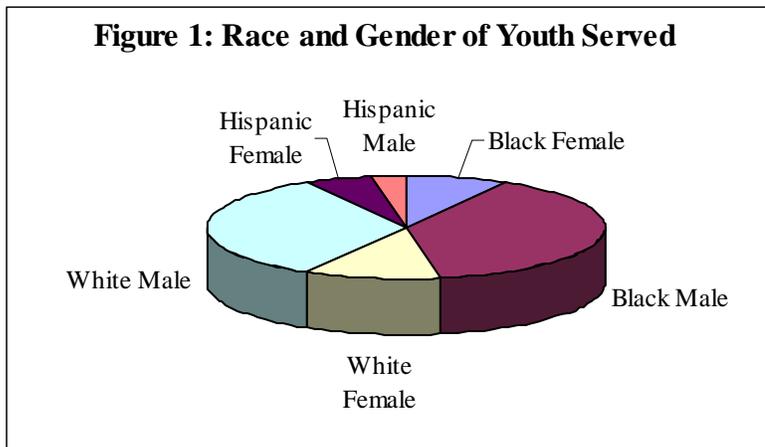
## OUTCOME FINDINGS

The outcome evaluation for the program was conducted in six steps. The first step was to review the demographics of the youth served to determine if the project is reaching its targeted audience. The second and third steps were to review the process by which youth were served by the project and the services that the youth received, respectively. The third step was to analyze the juvenile's offenses, both at referral into the project and after their referral to the project. The fourth step was to analyze the results of youth and parent satisfaction surveys. The fifth step was to measure the long-term impact of the project.

### Description of Youth

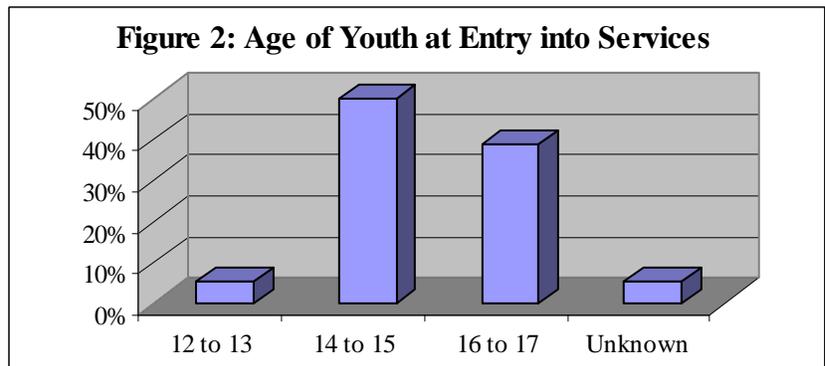
The project served 36 youth between the time that the case manager began serving youth (January 18, 2007) and the end of the grant period (September 30, 2007). Of the 36 youth who were served, three (8.3%) are black females, 14 (38.9%) are black males, four (11.1%) are white females, 12 (33.3%) are white males, two (5.6%) are Hispanic females, and one (2.8%) is a Hispanic male. (See Table 1 and Figure 1.)

Table 1: Race and Gender of Youth Served		
	#	%
Black Female	3	8.3%
Black Male	14	38.9%
White Female	4	11.1%
White Male	12	33.3%
Hispanic Female	2	5.6%
Hispanic Male	1	2.8%
<b>Total</b>	<b>36</b>	<b>100%</b>



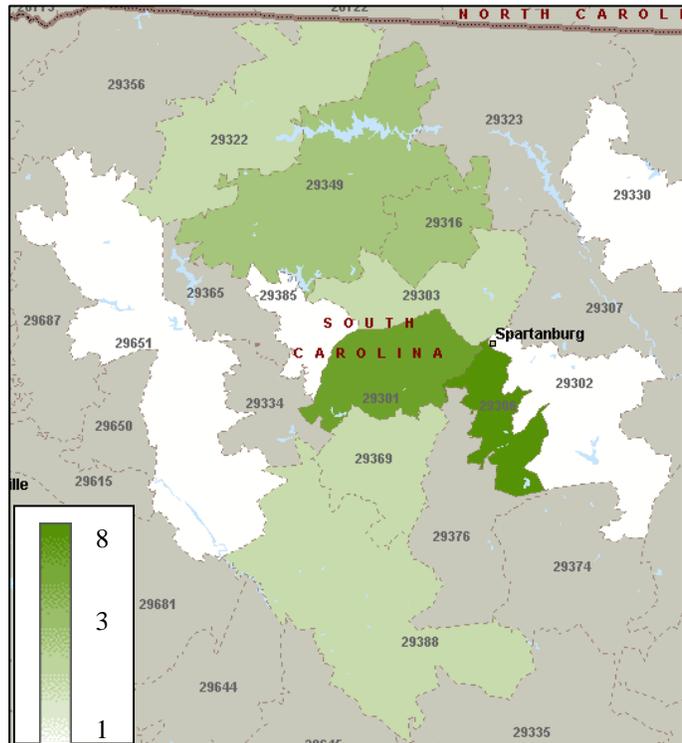
Of the 36 youth who were served, two (5.6%) were 12 to 13 years old, 18 (50%) were 14 to 15 years old, and 14 (38.9%) were 16 to 17 years old at the time that they entered services. The age of two youth (5.6%) is unknown. (See Table 2 and Figure 2.)

Table 2: Age of Youth at Entry into Program		
	#	%
12 to 13	2	5.6%
14 to 15	18	50.0%
16 to 17	14	38.9%
Unknown	2	5.6%
<b>Total</b>	<b>36</b>	<b>100%</b>



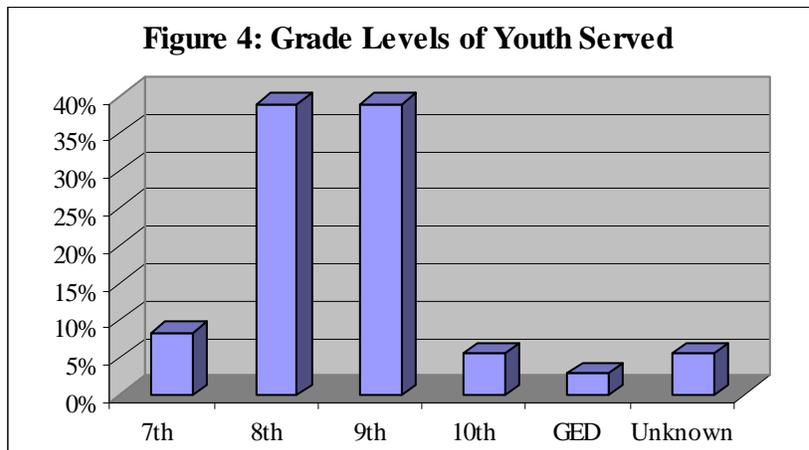
Of the 36 youth who were served, the most common zip codes of residence were 29306 (n=8, 22.2%) and 29301 (n=6, 16.7%), which are both within the city limits of the City of Spartanburg. Other zip codes where the youth resided were 29302 (n=1, 2.8%), 29303 (n=2, 5.6%), 29316 (n=3, 8.3%), 29322 (n=2, 5.6%), 29330 (n=1, 2.8%), 29349 (n=3, 8.3%), 29369 (n=2, 5.6%), 29385 (n=1, 2.8%), and 29651 (n=1, 2.8%). The zip codes of four youth (11.1%) were unknown. (See Table 3 and Figure 3.)

<b>Table 3: Zip Codes Where Youth Served Reside</b>			
City		#	%
Spartanburg	29301	6	16.7%
Spartanburg	29302	1	2.8%
Spartanburg	29303	2	5.6%
Spartanburg	29306	8	22.2%
Boiling Springs	29316	3	8.3%
Campobello	29322	2	5.6%
Cowpens	29330	1	2.8%
Inman	29349	3	8.3%
Moore	29369	2	5.6%
Wellford	29385	1	2.8%
Woodruff	29388	2	5.6%
Greer	29651	1	2.8%
Unknown		4	11.1%
<b>Total</b>		<b>36</b>	<b>100%</b>



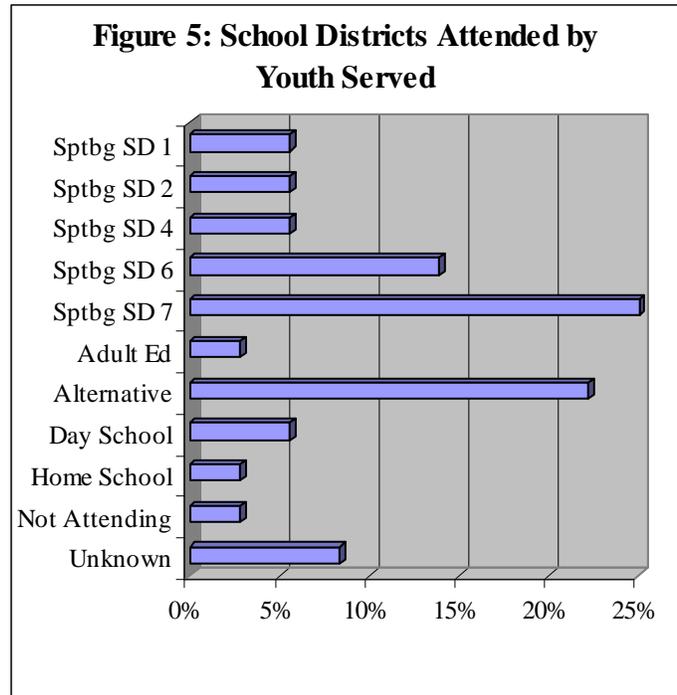
Of the 36 youth who were served, three (8.3%) were in the 7<sup>th</sup> grade, 14 (38.9%) were in the 8<sup>th</sup> grade, 14 (38.9%) were in the 9<sup>th</sup> grade, two (5.6%) were in the 10<sup>th</sup> grade, and one (2.8%) was enrolled in a GED program at the time they began receiving services. The grade level at service entry is unknown for two youth (5.6%). (See Table 4 and Figure 4.)

<b>Table 4: Grade Level of Youth Served</b>		
	#	%
7 <sup>th</sup> grade	3	8.3%
8 <sup>th</sup> grade	14	38.9%
9 <sup>th</sup> grade	14	38.9%
10 <sup>th</sup> grade	2	5.6%
GED Program	1	2.8%
Unknown	2	5.6%
<b>Total</b>	<b>36</b>	<b>100%</b>



Of the 36 youth who were served, two (5.6%) attended Spartanburg School District 1 schools, two (5.6%) attended Spartanburg School District 2 schools, two (5.6%) attended Spartanburg School District 4 schools, five (13.9%) attended Spartanburg School District 6 schools, and nine (25%) attended Spartanburg School District 7 schools. One youth (2.8%) was attending adult education/GED classes, eight youth (22.2%) attended an alternative school, two (5.6%) attended a day school, one (2.8%) was home schooled, and one (2.8%) had been expelled and was not attending school. The schools of the remaining three youth (8.3%) were unknown. (See Table 5 and Figure 5.)

	#	%
Spartanburg SD 1	2	5.6%
Spartanburg SD 2	2	5.6%
Spartanburg SD 4	2	5.6%
Spartanburg SD 6	5	13.9%
Spartanburg SD 7	9	25.0%
Adult Ed/GED Prog	1	2.8%
Alternative School	8	22.2%
Day School	2	5.6%
Home School	1	2.8%
Not Attending School	1	2.8%
Unknown	3	8.3%
<b>Total</b>	<b>36</b>	<b>100%</b>

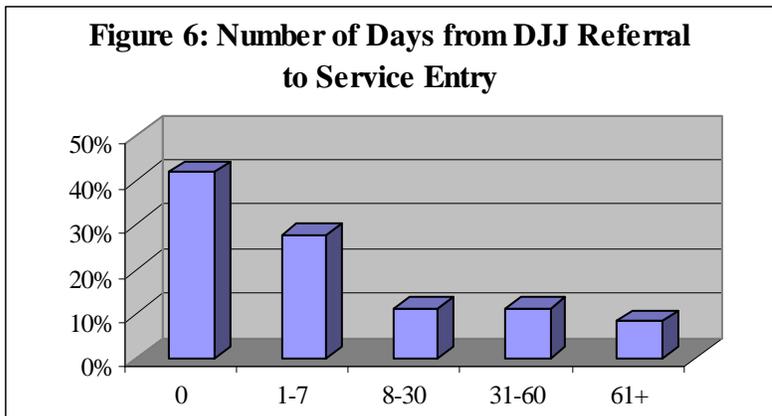


## Case Process

Youth are referred into the project by staff at the Spartanburg Department of Juvenile Justice. Youth who are referred are either placed in an alternative program or receive intensive case management and monitoring services directly from the project staff.

During the 2006-2007 grant period, the average number of days from the time the youth was referred to DJJ (following a charge) and the time they entered the project was 26.97 days (n=36, SD=68.42) Specifically, 15 youth (41.7%) were seen by the case manager on the day they were referred to DJJ (0 Days), ten youth (27.8%) entered into project services within one week after their referral to DJJ, four youth (11.1%) entered into project services between 8 and 30 days after their referral to DJJ, four youth (11.1%) entered into project services between 31 and 60 days after being referred to DJJ, and three youth (8.3%) entered into project services more than 60 days after their referral to DJJ. (See Table 6 and Figure 6.) It must be noted that the youth who entered into project services more than 60 days after their referral to DJJ were transferred into the project from existing DJJ caseloads.

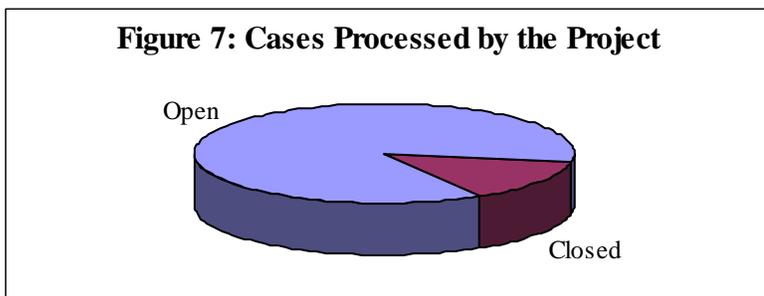
<b>Table 6: Number of Days from DJJ Referral to Service Entry</b>		
	#	%
0 Days	15	41.7%
1 Week	10	27.8%
8-30 Days	4	11.1%
31-60 Days	4	11.1%
61+Days	3	8.3%
<b>Total</b>	<b>36</b>	<b>100%</b>



### Youth Served by the Project (Objective 4)

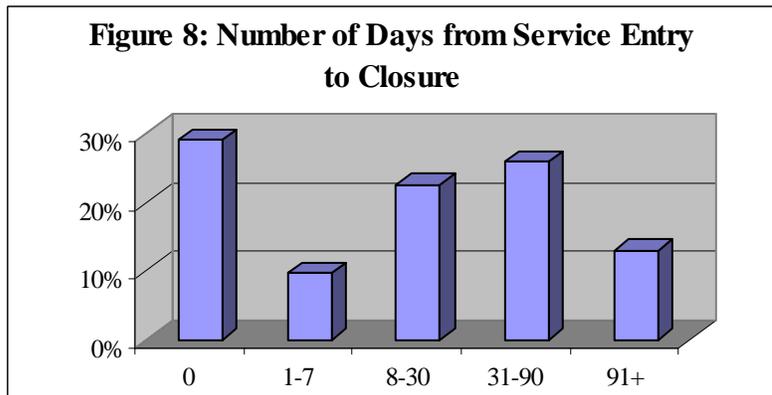
Objective 4 states: “During the report period, at least 25 youth will be served with alternatives to detention.” The project served 36 youth during the reporting period. Of these, 31 (86.1%) cases have been closed and five (13.9%) cases remain open. The project has exceeded this objective.

<b>Table 7: Cases Processed by the Project</b>		
	#	%
Open	5	13.9%
Closed	31	86.1%
<b>Total</b>	<b>36</b>	<b>100%</b>



Of the 11 youth whose cases are closed, the average number of days they received project services was 35.48 (n=31, SD=38.82) from the date they entered services to the date their case was closed. Specifically, the cases of nine youth (29%) were closed on the same day they entered into services (0 Days), three (9.7%) closed within one week, seven (22.6%) closed between 8 and 30 days after entry, eight cases (25.8%) closed between 31 and 90 days after program entry, and four (12.9%) closed more than 60 days after their entry date. (See Table 8 and Figure 8.)

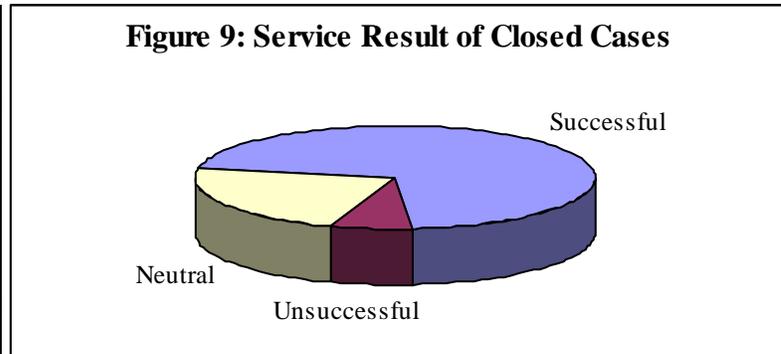
<b>Table 8: Number of Days from Service Entry to Closure</b>		
	#	%
0 Days	9	29.0%
1 Week	3	9.7%
8-30 Days	7	22.6%
31-90 Days	8	25.8%
91+Days	4	12.9%
<b>Total</b>	<b>31</b>	<b>100%</b>



## Result of Services (Objective 8)

Objective 8 states: “During the reporting period, the number and percent of youth successfully completing the program will be at least 15, which is 60%.” In order to successfully complete the program, the youth and their families had to comply with all of the guidelines of the project and have no re-offenses or be successfully placed in an alternative program. Of the 31 youth whose cases were closed during the reporting period, 22 (71%) successfully completed the program. Of the two youth (6.5%) whose cases were closed unsuccessfully, one case was returned to DJJ for a new offense and one youth did not comply with the guidelines of the project. The seven cases (22.6%) that were closed for neutral reasons were youth for whom the case manager attempted to find a JRI placement and none was available. This lack of available placement slots occurred mostly in the early months of the project (between January and March of 2007). The project now has two sources to find alternative placements for youth. (See Table 9 and Figure 9.) Based on a 71% rate of successful completion, the project has exceeded this objective.

	#	%
Successful	22	71.0%
Unsuccessful	2	6.5%
Neutral	7	22.6%
<b>Total</b>	<b>31</b>	<b>100%</b>



## Project Services

### Services Available to Youth (Objective 3)

Objective 3 states that “During the report period, at least three detention alternative program options will be available to include increased case management, additional services and home detention.”

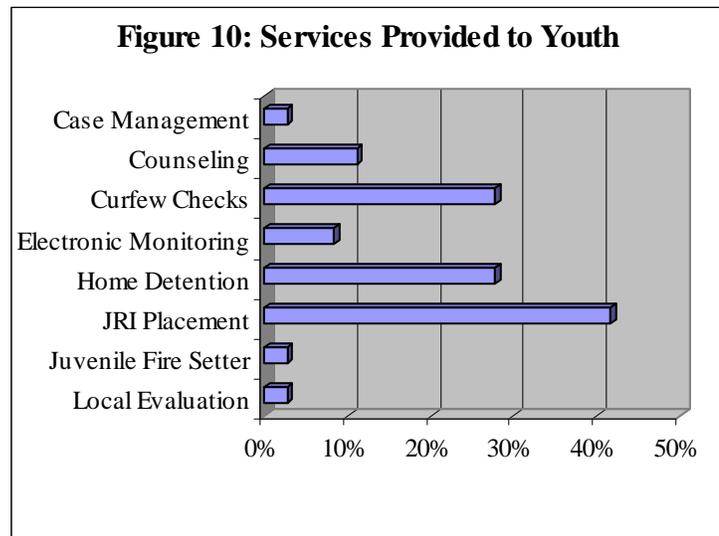
The project currently offers a wide range of services to youth. These services include: case management, counseling, curfew checks, electronic monitoring, home detention monitoring, two sources for JRI placements, a juvenile fire setter program, anger management classes, and a local evaluation conducted by a DJJ staff member. In addition to these services, the case manager conducts home visits and school visits to monitor the youth. Therefore, the project has exceeded this objective.

### Services Delivered to Youth

Of the 36 youth who received services from the project, one (2.8%) received case management services, four (11.1%) received counseling services, ten (27.8%) had periodic curfew checks, three

(8.3%) received electronic monitoring, ten (27.8%) were assigned home detention, 15 (41.7%) received a JRI placement, one (2.8%) was enrolled in a Juvenile Fire Setter program, and one (2.8%) was sent to a DJJ staff member for a local evaluation. (See Table 10 and Figure 10.)

<b>Table 10: Services Provided to Youth</b>			
	N=36	#	%
Case Management	1	2.8%	
Counseling	4	11.1%	
Curfew Checks	10	27.8%	
Electronic Monitoring	3	8.3%	
Home Detention	10	27.8%	
JRI Placement	15	41.7%	
Juvenile Fire Setter	1	2.8%	
Local Evaluation	1	2.8%	

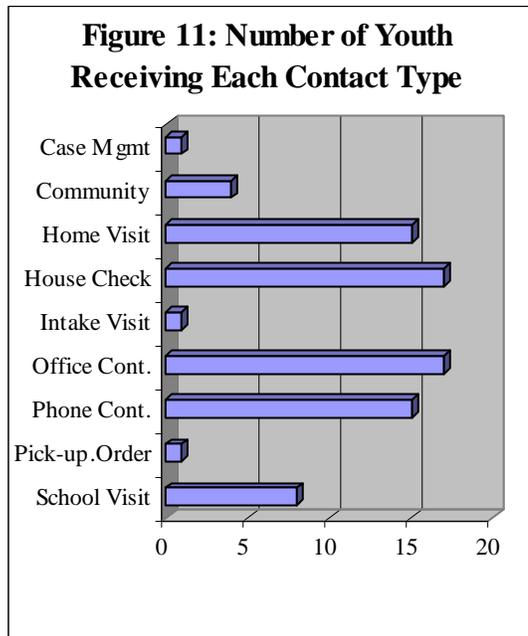


### **Contacts Made with Youth by Project Staff**

Services such as counseling, case management, curfew checks, electronic monitoring, and home detention monitoring are provided directly by project staff. Additionally, the case manager meets with the youth and their families periodically to monitor progress or make referrals to outside services or alternative programs. A contact is considered to be any meeting with the youth or their families (home visits, phone contacts, office contacts or community contacts), time spent doing case management for the youth, house arrest checks or curfew checks conducted, meetings with the DJJ intake officer regarding the youth's case, or visits to the school to monitor the youth's progress.

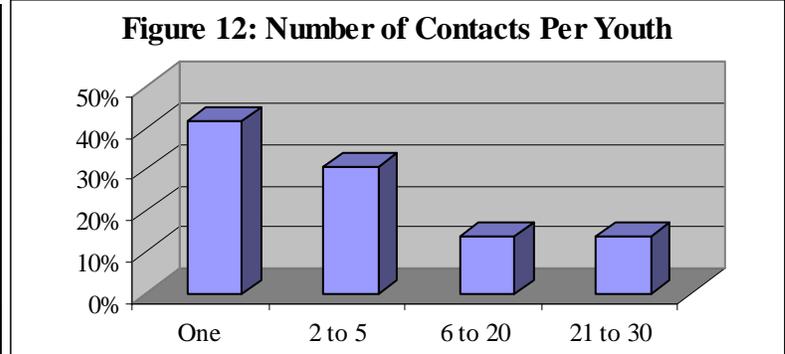
The most common type of contact that project staff had with the youth served was house arrest or curfew checks, with 17 youth (47.2%) receiving this service an average of eight times per youth (SD=6.98) for a total of 136 instances of house arrest or curfew checks conducted by project staff. Other common types of contact were home visits (15 youth (41.7%) received an average of 2.07 home visits (SD=1.34) for a total of 31 home visits conducted by project staff), office contacts (17 youth or their families (47.2%) met with the case manager an average of 1.12 times each (SD=0.33) for a total of 19 office contacts), phone contacts (15 youth or their families (41.7%) spoke with the case manager on the telephone an average of 2.13 times each (SD=1.25) for a total of 32 phone contacts), and school visits (the case manager visited the schools of 8 youth (22.2%) an average of 1.88 times for each youth (SD=1.25) for a total of 15 school visits). Other less common types of contacts were case management (one youth (2.8%) received one instance of case management), community contacts (four youth (11.1%) received one instance each for a total of four instances of community contacts), meetings with the DJJ intake officer (the case manager met with the DJJ intake officer one time for one youth (2.8%), and a pick-up order (one youth (2.8%) received a pick-up order one time). (See Table 11 and Figure 11.)

<b>Table 11: Contacts Made by Project Staff Per for Each Contact Type</b>				
	<b>Ave # Contacts/ Youth</b>	<b># Youth</b>	<b>% of Youth</b>	<b>Total # Contacts</b>
Case Management	1.00	1	2.8%	<b>1</b>
Community Contact	1.00	4	11.1%	<b>4</b>
Home Visit	2.07	15	41.7%	<b>31</b>
House Check	8.00	17	47.2%	<b>136</b>
Intake Visit	1.00	1	2.8%	<b>1</b>
Office Contact	1.12	17	47.2%	<b>19</b>
Phone Contact	2.13	15	41.7%	<b>32</b>
Pick-up Order	1.00	1	2.8%	<b>1</b>
School Visit	1.88	8	22.2%	<b>15</b>
<b>Total</b>	<b>2.95</b>	<b>36</b>	<b>100%</b>	<b>240</b>



Of the 36 youth served by the project, 15 (41.7%) had only one contact with the project staff, 11 youth (30.6%) had two to five contacts with the project staff, five (13.9%) had six to 20 contacts, and five (13.9%) had 21 to 30 contacts with the project staff. (See Table 12 and Figure 12.)

<b>Table 12: Number of Contacts Per Youth</b>		
	<b>#</b>	<b>%</b>
One	15	41.7%
2 to 5	11	30.6%
6 to 20	5	13.9%
21 to 30	5	13.9%
<b>Total</b>	<b>36</b>	<b>100%</b>



### Hearings Attended by Youth (Objective 9)

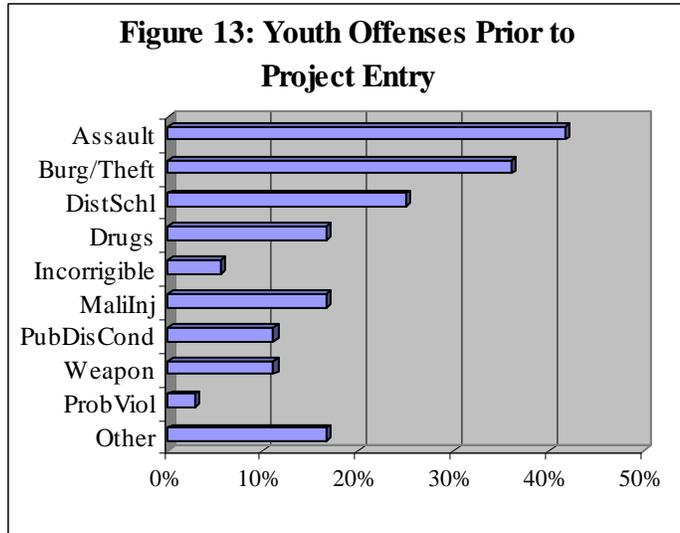
Objective 9 states that “During the reporting period, the Case Manager will document improved system effectiveness through the number of youth returning to court for scheduled hearings, which will be greater than 50%.”

Between February 27 and September 4, 2007, the case manager attended 30 hearings for 21 of the youth served by the project (70% of the total number of youth served). The majority of these hearings were disposition or detention hearings. Of these 21 youth, 18 (85.7%) returned for all scheduled hearings. Two of the youth (9.5%) were excused for not attending their scheduled hearing, and one youth (4.8%) attended two of his or her scheduled hearings and was excused for not attending a third scheduled hearing. Therefore, the project exceeded this objective.

## Juvenile Offenses

Prior to their entry into the project services, the 36 youth who were served during 2006-2007 had been charged with 15 counts (41.7% of youth) of assault/assault and battery/lynching, 13 counts (36.1% of youth) of burglary/larceny/theft, nine counts (25% of youth) of disturbing schools, six counts (16.7% of youth) of drug or narcotic violations, two counts (5.6%) of being incorrigible, six counts (16.7%) of malicious injury to personal or real property, four counts (11.1%) of public disorderly conduct, four counts (11.1%) of weapons violations, one count (2.8%) of probation violation, and six counts (16.7%) of other types of offenses. (See Table 13 and Figure 13.)

	N=36	#	%
Assault/A & B/Lynching		15	41.7%
Burglary/Larceny/Theft		13	36.1%
Disturbing Schools		9	25.0%
Drug/Narcotic Violations		6	16.7%
Incorrigible		2	5.6%
Malicious Injury		6	16.7%
Public Disorderly Conduct		4	11.1%
Weapons Violations		4	11.1%
Probation Violation		1	2.8%
Other		6	16.7%

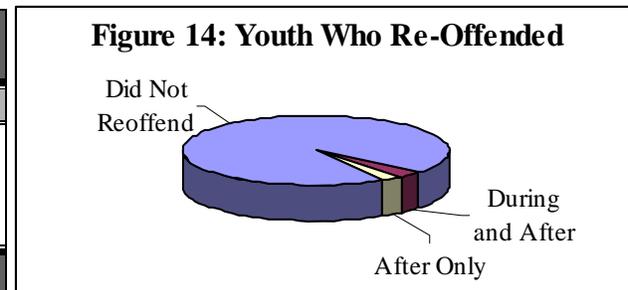


## Number of Youth who Re-Offend (Objective 5)

Objective 5 states that “During the report period, the rate of delinquency for the youth served will be less than 20%. (Less than 20% of the youth being served will be re-arrested or seen at juvenile court for a new delinquent offense during the reporting period.)

After their entry into the project services, two youth (5.5%) re-offended. One of the youth was charged with violation of house arrest order during the time the youth was enrolled in the program (14 days after their program entry) and again after the date the case was closed (8 days after closure). This youth’s case was closed unsuccessfully. The second youth was charged with simple assault and battery after the date the case was closed (1 day after closure). Therefore, the project has exceeded this objective. (See Table 14 and Figure 14.)

	#	%
Did Not Re-offend	34	94.4%
Re-Offended During and After	1	2.8%
Re-Offended After Only	1	2.8%
<b>Total</b>	<b>36</b>	<b>100%</b>



## Satisfaction with Project

Satisfaction with the project was measured using a youth satisfaction survey and a parent satisfaction survey. The surveys were administered to the youth and their parent(s) at the time that the youth's case was closed. Copies of the Youth Satisfaction Survey and Parent Satisfaction Survey may be found in Appendix 3.

### Youth Satisfaction (Objective 10)

Objective 10 states that "During the reporting period, the Case Manager will document the number and percent of youth satisfied with the program." Of the 31 youth whose cases were closed during the 2006-2007 grant period, nine youth responded to the satisfaction survey. The Youth Satisfaction Survey asked the youth to respond to 11 questions regarding the Alternatives to Detention project. Seven of these questions were Likert scale questions, of which four were on a four point scale and three were on a five point scale. Responses to the questions were then added together to calculate the Total Satisfaction.

The first question asked, "Overall, how helpful were the Alternatives to Detention Services?" Potential responses to this question ranged from "Not at all Helpful" (equal to 1) to "Very Helpful" (equal to four). The average response to this question was a 3.0 (SD=0.71), which is equal to "helpful."

The second question asked, "How has your behavior changed since receiving services?" Potential responses to this question ranged from "Got Much Worse" (equal to 1) to "Greatly Improved" (equal to 5). The average response to this question was a 4.22 (SD=0.67), which is just above "Improved Somewhat."

The third question asked, "How has your school attendance changed since receiving services?" Potential responses to this question ranged from "Not Enrolled" (equal to 1) to "Attend More Often" (equal to 4). Respondents could also note if they had Already Graduated (not scored). The average response to this question was a 3.88 (SD=0.83), which is just below "Attend More Often."

The fourth question asked, "Have these limitations helped you make better decisions?" Potential responses to this question ranged from "Definitely Not" (equal to 1) to "Yes, Definitely" (equal to 5). The average response to this question was a 4.22 (SD=0.67), which is just above "Yes I Think So."

The eighth question on the survey asked, "In your opinion, how helpful was the staff?" Potential responses to this question ranged from "Not at all Helpful" (equal to 1) to "Very Helpful" (equal to 4). The average response to this question was a 3.0 (SD=0.5), which is equal to "Helpful."

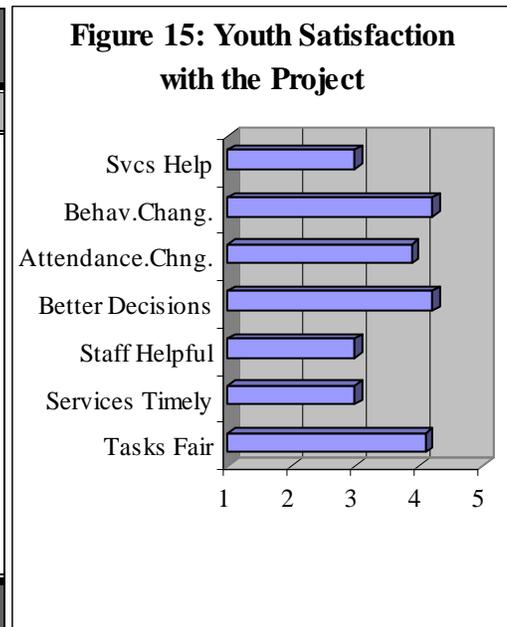
The ninth question on the survey asked, "How timely were the services?" Potential responses to this question ranged from "Not at all Timely" (equal to 1) to "Very Timely" (equal to 4). The average response to this question was a 3.0 (SD=0.5), which is equal to "Timely."

The tenth question on the survey asked, "Were the tasks assigned fair?" Potential responses to this question ranged from "Strongly Disagree" (equal to 1) to "Strongly Agree" (equal to 5). The average response to this question was a 4.11 (SD=0.33), which is greater than "Agree."

The range of possible scores on the Total Satisfaction scale is from seven to 31. The average Total Satisfaction score of youth who completed the survey was 25.43 (SD=2.65), which is equal to “Satisfied.” (See Table 15 and Figure 15.)

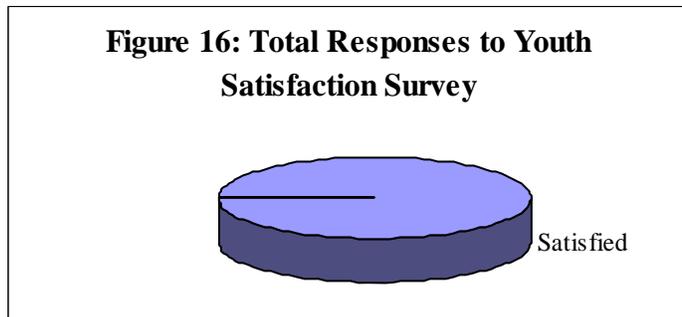
In addition to the Likert scale questions, the survey asked the youth to answer four open ended questions. The first of these questions was “What services other than those you received would have improved your chances of not re-offending?” One youth responded that speaking to Officer Fowler would have helped. The second of these questions was “Which of the services you received was the most helpful?” Three of the youth (33.3%) stated that all of the services were helpful, four of the youth (44.4%) stated that house arrest or electronic monitor were the most helpful, and two of the youth (22.2%) did not answer. The third of these questions asked “Which of the services you received was the least helpful?” Two of the youth (22.2%) did not like the house arrest, one of the youth (11.1%) did not like having to go to court, and six youth (66.7%) did not respond. None of the youth had any additional comments.

<b>Table 15: Youth Satisfaction with the Project</b>		
<b>N=36</b>	<b>Mean</b>	<b>SD</b>
Overall, how helpful were the Alternatives to Detention Services?	3.00	0.71
How has your behavior changed since receiving services?	4.22	0.67
How has your school attendance changed since receiving services?	3.88	0.83
Have these limitations helped you make better decisions?	4.22	0.67
In your opinion, how helpful was the staff?	3.00	0.50
How timely were the services?	3.00	0.50
Were the tasks assigned fair?	4.11	0.33
<b>Average of Total Satisfaction</b>	<b>25.43</b>	<b>2.65</b>



All nine of the youth who responded to the survey had a Total Satisfaction score between 22 and 31 points, which is equivalent to “Satisfied.” None of the youth had a Total Satisfaction Score which indicated that they were not satisfied or unsure. (See Table 16 and Figure 16.)

<b>Table 16: Total Satisfaction for Youth Served by the Project</b>		
	<b>#</b>	<b>%</b>
Not Satisfied (7-16)	0	0.0%
Unsure (17-21)	0	0.0%
Satisfied (22-31)	9	100%
<b>Total</b>	<b>9</b>	<b>100%</b>



## **Parent Satisfaction (Objective 11)**

Objective 11 states that “During the reporting period, the Case Manager will document the number and percent of program families satisfied with the program.” Of the 31 youth whose cases were closed during the 2006-2007 grant period, nine parents or guardians of the youth responded to the satisfaction survey. The Parent Satisfaction Survey asked the parent to respond to 11 questions regarding the Alternatives to Detention project. Seven of these questions were Likart scale questions, of which four were on a four point scale and three were on a five point scale. Responses to the questions were then added together to calculate the Total Satisfaction.

The first question asked, “Overall, how helpful were the Alternatives to Detention Services?” Potential responses to this question ranged from “Not at all Helpful” (equal to 1) to “Very Helpful” (equal to four). The average response to this question was a 2.78 (SD=0.44), which is less than “helpful.”

The second question asked, “How has your child’s behavior changed since receiving services?” Potential responses to this question ranged from “Got Much Worse” (equal to 1) to “Greatly Improved” (equal to 5). The average response to this question was a 3.78 (SD=0.83), which is just less than “Improved Somewhat.”

The third question asked, “How has your child’s school attendance changed since receiving services?” Potential responses to this question ranged from “Not Enrolled” (equal to 1) to “Attends More Often” (equal to 4). Respondents could also note if their child had Already Graduated (not scored). The average response to this question was a 3.44 (SD=0.87), which is between “Attends the Same” and “Attends More Often.”

The fourth question asked, “Have these limitations helped your child make better decisions?” Potential responses to this question ranged from “Definitely Not” (equal to 1) to “Yes, Definitely” (equal to 5). The average response to this question was a 3.56 (SD=0.88), which is between “Yes I Think So” and “Not Sure.”

The eighth question on the survey asked, “In your opinion, how helpful was the staff?” Potential responses to this question ranged from “Not at all Helpful” (equal to 1) to “Very Helpful” (equal to 4). The average response to this question was a 2.89 (SD=0.6), which is less than “Helpful.”

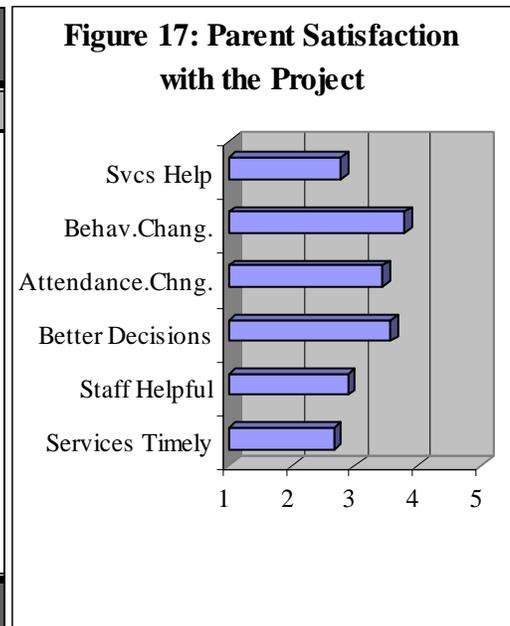
The ninth question on the survey asked, “How timely were the services?” Potential responses to this question ranged from “Not at all Timely” (equal to 1) to “Very Timely” (equal to 4). The average response to this question was a 2.67 (SD=0.71), which is less than “Timely.”

The tenth question on the survey asked, “Were the tasks assigned fair?” Potential responses to this question ranged from “Strongly Disagree” (equal to 1) to “Strongly Agree” (equal to 5). The average response to this question was a 3.89 (SD=0.33), which is just less than “Agree.”

The range of possible scores on the Total Satisfaction scale is from seven to 31. The average Total Satisfaction score of parents who completed the survey was 23.01 (SD=3.56), which is equal to “Satisfied.” (See Table 17 and Figure 17.)

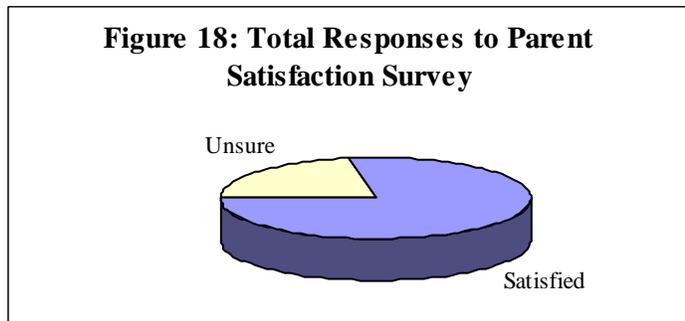
In addition to the Likart scale questions, the survey asked the parents to answer four open ended questions. The first of these questions was “What services other than those your child received do you think would have improved his or her chances of not re-offending?” One parent stated that counseling would have been helpful and another parent stated that more mental health counseling would have been helpful. The second of these questions was “Which of the services your child received do you believe was the most helpful?” One parent (11.1%) stated that all of the services were helpful, three parents (33.3%) stated that house arrest or electronic monitor were the most helpful, and two parents (22.2%) felt that the counseling and or speaking with Officer Fowler was the most helpful. The third of these questions asked “Which of the services your child received do you believe was the least helpful?” Three parents (33.3%) did not like having to go to court, one parent (11.1%) did not like having to take time off work, and one parent (11.1%) felt that the process was too intrusive. Only one parent had an additional comment, which was a personal comment.

<b>Table 17: Parent Satisfaction with the Project</b>			
	<b>N=36</b>	<b>Mean</b>	<b>SD</b>
Overall, how helpful were the Alternatives to Detention Services?		2.78	0.44
How has your child’s behavior changed since receiving services?		3.78	0.83
How has your child’s school attendance changed since receiving services?		3.44	0.87
Have these limitations helped your child make better decisions?		3.56	0.82
In your opinion, how helpful was the staff?		2.89	0.60
How timely were the services?		2.67	0.71
Were the tasks assigned fair?		3.89	0.33
<b>Average of Total Satisfaction</b>		<b>23.01</b>	<b>3.56</b>



Of the nine parents who responded to the survey, seven (77.8%) had a Total Satisfaction score between 22 and 31 points, which is equivalent to “Satisfied.” Two parents (22.2%) had a Total Satisfaction score of 17 to 21 points, which is equivalent to “Unsure,” and none of the parents had a Total Satisfaction Score which indicated that they were not satisfied. (See Table 18 and Figure 18.)

<b>Table 18: Total Satisfaction for Parents Served by the Project</b>		
	<b>#</b>	<b>%</b>
Not Satisfied (7-16)	0	0.0%
Unsure (17-21)	2	22.2%
Satisfied (22-31)	7	77.8%
<b>Total</b>	<b>9</b>	<b>100%</b>



## **Long-Term Impact**

The long-term impact of the project is measured using data regarding funding utilized by the project, data on youth served, and data on the youth adjudicated in Spartanburg County.

### **Increased Organizational Capacity through Funding (Objective 1)**

Objective 1 states that “During the grant period, there will be increased organizational capacity to the Spartanburg community to implement the Alternatives to Detention system changes through the use of Formula Grant funds, in-kind and other grant funds that might be received.”

Formula Grant funds and in-kind contributions from the Department of Juvenile Justice were utilized to implement the project. These funds have resulted in increased organizational capacity to find alternatives to placing juveniles in secure detention. Therefore, the project has met this objective.

### **Number of Youth Detained (Objective 6)**

Objective 6 states that “During the reporting period, the percentage change in the average daily population of preadjudicated and postadjudicated juveniles in secure detention for Spartanburg County will be reduced by 7%.”

Numerous attempts have been made by the project director, the case manager, the evaluation team and the director of Spartanburg DJJ to acquire the data necessary to determine the number of juveniles who were in detention from Spartanburg County during 2006-2007. Unfortunately, the state office of DJJ, where these data are stored, reports that difficulties with a new information system have made it impossible for them to honor the requests for data at this time. All parties will continue to pursue acquiring the data and a report addendum will be filed as soon as the data is provided.

### **Average Length of Stay (Objective 7)**

Objective 7 states that “During the reporting period, the percentage change in the average length of stay in days in juveniles residing in a secure juvenile detention facility will decrease by at least 5% from the 2004-2005 rate for Spartanburg County residents.”

Numerous attempts have been made by the project director, the case manager, the evaluation team and the director of Spartanburg DJJ to acquire the data necessary to determine the length of stay for juveniles in secure detention in Spartanburg County during 2006-2007. Unfortunately, the state office of DJJ, where these data are stored, reports that difficulties with a new information system have made it impossible for them to honor the requests for data at this time. All parties will continue to pursue acquiring the data and a report addendum will be filed as soon as the data is provided.

## **Increased Organizational Capacity through Services (Objective 2)**

Objective 2 states that “During the reporting period, there will be increased organizational capacity to the Spartanburg community to implement the Alternatives to Detention system changes through an increase in the number of client services available for this program. The expected increase will be at least a 7% reduction in the number of youth detained from 2004-2005 from 342 to 317.” The performance indicator for this measure is the number of youth served by the project.

The project brought increased organizational capacity to the Spartanburg community by implementing the services of the project such as home detention monitoring, curfew checks, increased case management, and Foster Care placements. These services allowed the project to find alternative placements for the youth instead of sending them to secure detention. In addition, the case manager offers anger management groups, which adds to the service options available in the community.

Of the 31 youth whose cases were closed by the project, 22 were closed successfully and five cases remain open, resulting in 27 youth in the Spartanburg community who were not sent to secure detention. It appears that the project has met this objective. However, due to the fact that the data regarding all juveniles who were referred to DJJ in Spartanburg County is not available, this objective cannot be accurately measured at this time. All parties will continue to pursue acquiring the data and a report addendum will be filed as soon as the data is provided.

## CONCLUSIONS

The project made the following progress in meeting the objectives:

1. During the grant period, there will be increased organizational capacity to the Spartanburg community to implement the Alternatives to Detention system changes through the use of Formula Grant funds, in-kind and other grant funds that might be received.

Formula Grant funds and in-kind contributions from the Department of Juvenile Justice have resulted in increased organizational capacity to find alternatives to placing juveniles in secure detention. Therefore, the project has met this objective.

2. During the reporting period, there will be increased organizational capacity to the Spartanburg community to implement the Alternatives to Detention system changes through an increase in the number of client service slots available for this program. The expected increase will be at least a 7% reduction in the number of youth detained from 2004-2005 from 342 to 317.

The services provided by the project resulted in 27 youth in the Spartanburg community who were not sent to secure detention. It appears that the project has met this objective. However, due to the fact that the data regarding all juveniles who were referred to DJJ in Spartanburg County is not available, this objective cannot be accurately measured at this time. All parties will continue to pursue acquiring the data and a report addendum will be filed as soon as the data is provided.

3. During the report period, at least three alternative detention program options will be available to include increased case management, additional services and home detention.

The project offers services such as: case management, counseling, curfew checks, electronic monitoring, home detention monitoring, two sources for JRI placements, a juvenile fire setter program, and a local evaluation conducted by a DJJ staff member. In addition to these services, the case manager conducts home visits and school visits to monitor the youth. Therefore, the project has exceeded this objective.

4. During the report period, at least 25 youth will be served with alternatives to detention.

The project served 36 youth during the reporting period. This objective has been exceeded.

5. During the report period, the rate of delinquency for the youth being served will be less than 20%. (Less than 5% of the youth being served will be re-arrested or seen at juvenile court for a new delinquent offense during the period.)

Two youth (5.5%) re-offended after their entry into the project services. Therefore, the project has exceeded this objective.

6. During the reporting period, the percentage change in the average daily population of preadjudicated and postadjudicated juveniles in secure detention for Spartanburg County will be reduced by 7%.

All parties will continue to pursue acquiring the data and a report addendum will be filed as soon as the data is provided.

7. During the reporting period, the percentage change in the average length of stay in days of juveniles residing in secure juvenile detention facility will decrease by at least 5% from the 2004-2005 rate for Spartanburg County residents.

All parties will continue to pursue acquiring the data and a report addendum will be filed as soon as the data is provided.

8. During the reporting period, the number and percent of youth successfully completing the program will be at least 15, which is 60%. It is expected that the number will increase substantially in future years.

Twenty-two of the 31 youth (71%) whose cases were closed in 2006-2007 successfully completed the project services. Therefore, the project has exceeded this objective.

9. During the reporting period, the Case Manager will document improved system effectiveness through the number of youth returning to court for scheduled hearings which will be greater than 50%.

The case manager attended hearings with 21 youth, of whom 18 (85.7%) returned for all scheduled hearings. Therefore, the project exceeded this objective.

10. During the reporting period, the Case Manager will document the number and percent of youth satisfied with the program.

All nine (100%) of the youth who completed a youth satisfaction survey stated that they were satisfied with the services.

11. During the reporting period, the Case Manager will document the number and percent of program families satisfied with the program.

Seven of the nine (77.8%) of the parents who completed a parent satisfaction survey stated that they were satisfied with the services.

## **RECOMMENDATIONS**

1. That the staff of the project continue the excellent implementation of the project.
2. That the Department of Public Safety, Department of Juvenile Justice and other entities continue to support the project.

**APPENDIX 1:  
LOGIC MODEL**

# FORMULA GRANTS – PROGRAM AREA #2 – ALTERNATIVES TO DETENTION

## PROBLEM

## SUBPROBLEM(S)

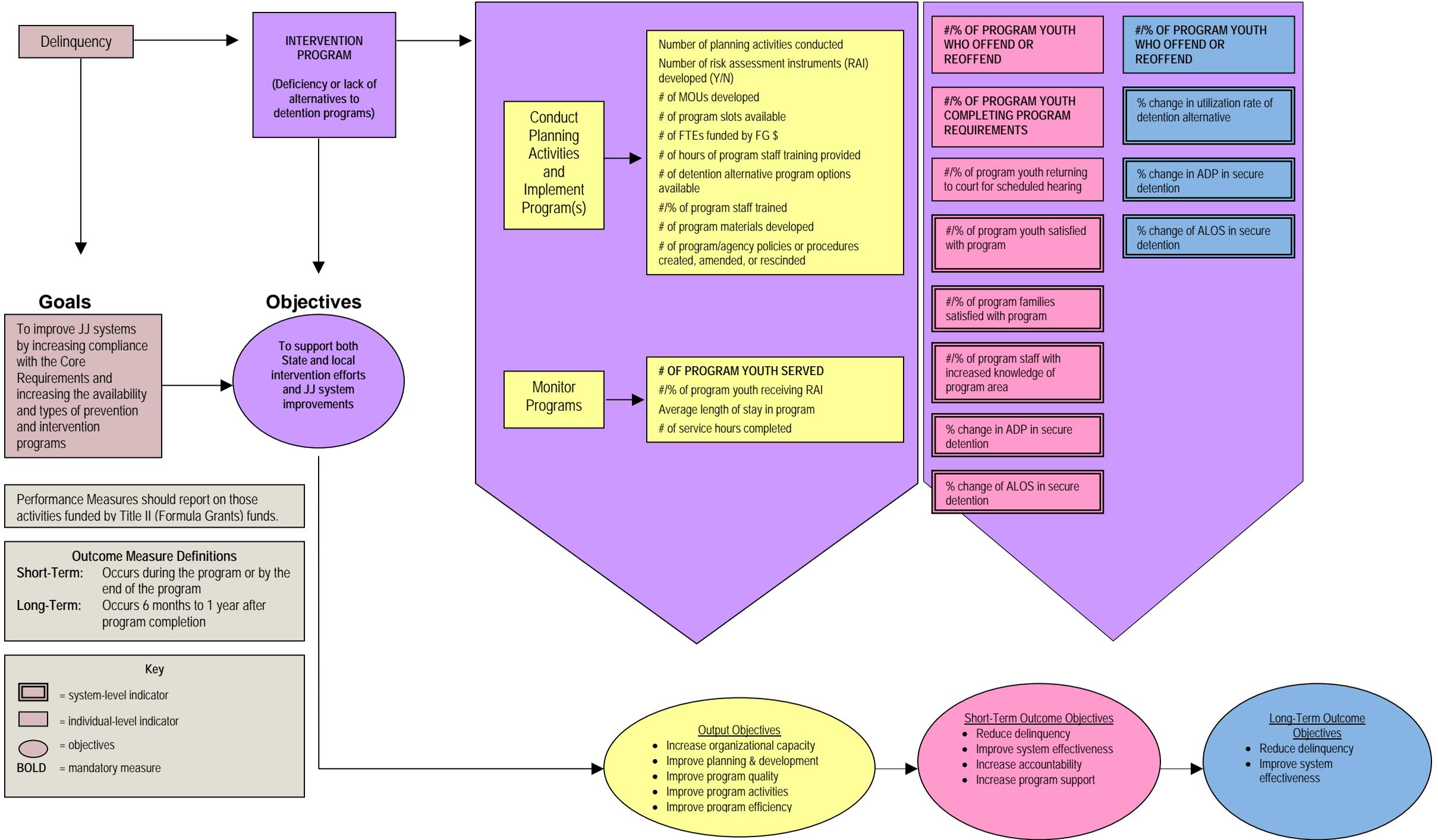
## ACTIVITIES

## OUTPUT MEASURES

## OUTCOME MEASURES

### Short-Term

### Long-Term



**APPENDIX 2:  
OUTPUT PERFORMANCE MEASURES**

**PROGRAM AREA 2. ALTERNATIVES TO DETENTION**  
**OUTPUT PERFORMANCE MEASURES**

#	OUTPUT MEASURE	OBJECTIVE	DEFINITION	REPORTING FORMAT
1	Number of MOUs developed	Increase organizational capacity	The number of Memoranda of Understanding or interagency agreements developed during reporting period of the program. Include all formal partnership or coordination agreements. Program records are the preferred data source.	Number of Memoranda of Understanding developed
2	Number of program slots available	Increase organizational capacity	The number of client service slots available during the reporting period of the program. If slots were lost over the reporting period, please report a negative number. Program records are the preferred data source.	Number of client service slots available during the reporting period
3	Number of FTEs funded by FG \$	Increase organizational capacity	The number of staff, as measured through the number of Full-Time Equivalents, working for the program during the reporting period. To calculate FTE, divide the number of staff hours used by the program by 2080.	Number of Full-Time Equivalents
4	Number of program materials developed	Increase organizational capacity	The number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source.	Number of program materials developed
5	Number and percent of program staff trained	Increase organizational capacity	The number and percent of program staff who are trained in detention alternatives during the reporting period. Program staff includes full and part-time employees and/or volunteers. The number is the raw number of program staff to receive any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt can be verified. Training does not have to have been completed during the reporting period. To get the percent divide the raw number by the total number of program staff. Program records are the preferred data source.	A. Number of program staff who participated in training B. Total number of program staff C. Percent (A/B)
6	Number of hours of program staff training provided	Increase organizational capacity	The number of detention alternative training provided to program staff during the reporting period. Training includes in-house and external trainings.	Number of hours of training provided to program staff
7	Number of detention alternative program options available	Increase organizational capacity	The number of detention alternative programs created during the reporting period. If programs were lost over the reporting period, please report a negative number. Program records are the preferred data source.	Number of detention alternative program options
8	Number of planning activities conducted	Improve planning and development	The number of planning activities undertaken during the reporting period. Planning activities include meetings held, needs assessments undertaken, etc.	Number of planning activities undertaken
9	Number of risk assessment instruments (RAI) developed	Improve planning and development	Report how many risk assessment instrument s (RAI) were developed during the reporting period. RAI's are used to determine the supervision needs of the youth.	Number of risk assessment instruments developed? (Yes or No response)
10	Number of program/agency policies or procedures created, amended, or rescinded	Improve planning and development	The number of program/agency policies or procedures created, amended, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of the program or agency. Include policies that are relevant to the topic area of the program or policies that affect program operations.	Number of policies or procedures created, amended, or rescinded
11	<b>NUMBER OF PROGRAM YOUTH SERVED</b>	Improve program activities	An unduplicated count of the number of youth served by the program during the reporting period. Definition of the number of youth served for a reporting period is the number of program youth carried over from previous reporting period, plus new admissions during the reporting period. In calculating the 3-year summary, the total number of youth served is the number of participants carried over from the year previous to the first fiscal year, plus all new admissions during the 3 reporting fiscal years. Program records are the preferred data source.	Number of program youth carried over from the previous reporting period, plus new admissions during the reporting period.
12	Number and percent of program youth receiving RAI	Improve program activities	The number and percent of program youth receiving risk assessments during the reporting period to determine the level of supervision. Include all youth who received at least one program service and met the program's minimum criteria for participation. Program records are	Number and percent of program youth receiving risk assessments

#	OUTPUT MEASURE	OBJECTIVE	DEFINITION	REPORTING FORMAT
			the preferred data source.	
13	Number of service hours completed	Improve program activities	The number of hours of service completed by program youth during the reporting period. Service is any explicit activity (such as program contact, counseling sessions, course curriculum, community service, etc.) delivered by program staff or other professionals dedicated to completing the program requirements. Program records are the preferred data source.	Total number of program youth service hours
14	Average length of stay in program	Improve program efficiency	The average length of time (in days) that clients remain in the program. Include data for clients who both complete program requirements prior to program exit and those who do not. Program records are the preferred data source.	A. Total number of days between intake and program exit across all program youth exiting program B. Number of cases closed C. A/B

**PROGRAM AREA 2. DETENTION ALTERNATIVES**  
**OUTCOME PERFORMANCE MEASURES**

#	OUTCOME MEASURE	OBJECTIVE	DEFINITION	REPORTING FORMAT	REPORTING TERM	
					SHORT	LONG
1	<b>NUMBER AND PERCENT OF PROGRAM YOUTH WHO OFFEND OR REOFFEND</b>	Reduce delinquency	The number and percent of program youth who were rearrested or seen at juvenile court for a new delinquent offense. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source.	A. Number of program youth with a new offense B. Number of youth in program C. Percent (A/B)	X	X
2	Number and percent of program youth returning to court for scheduled hearing	Improve system effectiveness	The number and percent of program youth who were placed in a detention alternative and return to court for all scheduled hearings. Appropriate for any detention alternative program. Official records are the preferred data source.	A. Number of program youth who return to all scheduled hearings B. Number of youth in detention alternative program C. Percent (A/B)	X	
3	Percent change in the ADP in secure detention	Improve system effectiveness	The percent change in the average daily population (ADP) of preadjudicated and postadjudicated juveniles in secure detention. Official records are the preferred data source.	A. ADP of juveniles in detention in the current year B. ADP of juveniles in detention in the previous year C. Percent change (A-B/B)	X	X
4	Percent change of ALOS in secure detention	Improve system effectiveness	The percent change in the average length of stay (ALOS) in days that juveniles reside in a secure juvenile detention facility. Official records are the preferred data source.	A. Average length of stay in detention in the current year B. Average length of stay in the previous year C. Percent change (A-B/B)	X	X
5	Percent change in utilization of detention alternatives	Improve system effectiveness	Detention alternatives are services provided to offenders in the community to avoid placement in a detention facility. The percent change in the utilization rate of applicable detention alternative programs, such as shelter care. The utilization rate is used to examine the usage of facilities relative to its stated capacity (see the glossary for calculation of utilization). If the facility is overcrowded, the utilization rate will be over 100 percent. Program records are the preferred data source.	A. Utilization rate of detention alternative in the current year B. Utilization rate of detention alternative in the previous year. C. Percent change (A-B/B)		X
6	<b>NUMBER AND PERCENT OF PROGRAM YOUTH COMPLETING PROGRAM REQUIREMENTS</b>	Increase accountability	The number and percent of program youth who have successfully fulfilled all program obligations and requirements. Program obligations will vary by program, but should be a predefined list of requirements or obligations that clients must meet prior to program completion. Program records are the preferred data source. The total number of youth (B value) includes those youth who have exited successfully and unsuccessfully	A. Number of program youth who exited the program having completed program requirements B. Total number of youth who exited the program during the reporting period (both successfully and unsuccessfully) C. Percent (A/B)	X	
7	Number and percent of program youth satisfied with program	Increase program support	The number and percent of program youth satisfied with the program in areas such as staff relations and expertise, general program operations, facilities, materials, and service. Self-report data collected using program evaluation or assessment forms are the expected data source.	A. Number of program youth satisfied with the program during the reporting period B. Total number of program youth served by the program during the reporting period C. Percent (A/B)	X	
8	Number and percent of program families satisfied with program	Increase program support	The number and percent of program families satisfied with the program in areas such as staff relations and expertise, general program operations, facilities, materials, and service. Example data sources: self report data,	A. Number of program families satisfied with the program during the reporting period B. Total number of program	X	

#	OUTCOME MEASURE	OBJECTIVE	DEFINITION	REPORTING FORMAT	REPORTING TERM	
					SHORT	LONG
			assessment forms, or focus groups.	families served by the program during the reporting period C. Percent (A/B)		
9	Number and percent of program staff with increased knowledge of program area	Increase program support	The number of program staff who gained a greater knowledge of the detention alternative program area through trainings or other formal learning opportunities. Appropriate for any program whose staff received program-related training. Training does not need to have been given by the program. Self-report data collected using training evaluation or assessment forms are the expected data source.	A. Number of program staff trained during the reporting period who report increased knowledge B. Total number of program staff trained during the reporting period C. Percent (A/B)	X	

FORMULA GRANTS PERFORMANCE MEASURE KEY	
Short-Term	= Occurs during or by the end of the program
Long-Term	= Occurs 6 months to 1 year after program completion
Annual Term	= Occurs once a year
<b>BOLD</b>	= Mandatory measure
*	= Mandatory for intervention programs only
**	= Mandatory for prevention programs only

**APPENDIX 3:  
PARENT AND YOUTH SURVEYS**

# Alternatives to Detention Parent Satisfaction Survey

Name \_\_\_\_\_ Date \_\_\_\_\_

Please circle or list your responses for each question.

**1. Overall, how helpful were Alternatives to Detention Services?**

Very Helpful	Helpful	Somewhat Helpful	Not at all Helpful
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**2. How has your child’s behavior changed since receiving Alternatives to Detention Services?**

Greatly Improved	Improved Somewhat	Stayed the Same	Got Worse	Got Much Worse
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**3. How has your child’s school attendance changed since receiving Alternatives to Detention Services?**

Attend More Often	Attend the Same	Attend Less Often	Not Enrolled	Already Graduated
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**4. Have these limitations helped your child make better decisions?**

Yes, Definitely	Yes, I think so	Not Sure	No, I don’t think so	Definitely Not
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**5. What services other than those your child received do you think would have improved his or her chances of not re-offending?**

\_\_\_\_\_

**6. Which of the services your child received do you believe was the most helpful?**

\_\_\_\_\_

**7. Which of the services your child received do you believe was the least helpful?**

\_\_\_\_\_

**8. In your opinion, how helpful was the staff?**

Very Helpful	Helpful	Somewhat Helpful	Not at all Helpful
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**9. How timely was/were the Alternatives to Detention service(s)?**

Very Timely	Timely	Somewhat Timely	Not at all Timely
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**10. Were the tasks assigned fair?**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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**11. Any additional comments or suggestions? (Use back of sheet if you need more room)**

# Alternatives to Detention Youth Satisfaction Survey

Name \_\_\_\_\_ Date \_\_\_\_\_

Please circle or list your responses for each question.

**1. Overall, how helpful were Alternatives to Detention Services?**

Very Helpful	Helpful	Somewhat Helpful	Not at all Helpful
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**2. How has your behavior changed since receiving Alternatives to Detention Services?**

Greatly Improved	Improved Somewhat	Stayed the Same	Got Worse	Got Much Worse
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**3. How has your school attendance changed since receiving Alternatives to Detention Services?**

Attend More Often	Attend the Same	Attend Less Often	Not Enrolled	Already Graduated
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**4. Have these limitations helped you make better decisions?**

Yes, Definitely	Yes, I think so	Not Sure	No, I don't think so	Definitely Not
-----------------	-----------------	----------	----------------------	----------------

**5. What services other than those you received would have improved your chances of not re-offending?**

\_\_\_\_\_

**6. Which of the services you received was the most helpful?**

\_\_\_\_\_

**7. Which of the services you received was the least helpful?**

\_\_\_\_\_

**8. In your opinion, how helpful was the staff?**

Very Helpful	Helpful	Somewhat Helpful	Not at all Helpful
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**9. How timely was/were the Alternatives to Detention service(s)?**

Very Timely	Timely	Somewhat Timely	Not at all Timely
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**10. Were the tasks assigned fair?**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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**11. Any additional comments or suggestions? (Use back of sheet if you need more room)**