JUVENILE JUSTICE PROGRAMS

FORMULA GRANT

FEDERAL FISCAL YEAR 2014

REQUEST FOR PROPOSALS FOR CONTINUATION AND NEW PROJECTS

Applications due by: March 7, 2014, 5:00 P.M.

SC Department of Public Safety Office of Highway Safety and Justice Programs

CONTENTS

I. Introduction **2**

II. Purpose **3**

III. Eligible Applicants **3**

IV. Eligible Standard Program Areas **4**

V. Funding Period **4**

VI. Distribution of Formula Funds **4**

VII. Matching Requirement **5**

VIII. Notice of New Post-Award Reporting Requirements **5**

IX. Guidelines for the Use of Formula Grant Funds **5**

X. Application Review and Evaluation Process **6**

XI. Evaluation Plan **8**

XII. Grant Application and Review Schedule **10**

XIII. Grant Application/Proposal Review Check List **10**

XIV. Appendices **11**

A. Grant Application Proposal Scoring Form
B. JJ Formula Grant Standard Program Areas
C. FY2014-2015 Funding Priorities
D. Sample Detention Alternatives Programs

JUVENILE JUSTICE
FORMULA GRANT PROGRAM

FFY 2014 Application Guidelines and Procedures

I. Introduction

The SC Department of Public Safety, Office of Highway Safety and Justice Programs (OHSJP), has been designated to administer the Juvenile Justice and Delinquency Prevention Formula Grant Program reauthorized by the Juvenile Justice and Delinquency Prevention Act of 1974, as amended (the Act). The purpose of the Formula Grant Program is to assist states and units of local government in carrying out specific programs which offer a high probability of improving the functioning of the juvenile justice system and to assist states and local communities to prevent youth from entering the juvenile justice system. In accordance with Section 223(a)(5) of the Act, the states may award formula grant funds to state agencies, units of general local government or private nonprofit agencies (only if such private agency requests funding after it has applied for and been denied funding by any unit of general local government). Formula grants may provide personnel, equipment, training, travel, technical assistance, supplies and information systems for projects within 36 standard program areas (see Appendix B for a listing of the Standard Program Areas).

II. Purpose

This document provides new applicants and current subgrantees eligible to reapply with program criteria and eligibility information so that formal application proposals may be prepared.

The application must be completed and submitted electronically via the Internet through the OHSJP website, www.scdps.gov/ojp. Signatures are not necessary for electronic submissions.

The deadline for submittal of applications is 5:00 p.m. on March 7, 2014

Please contact Bonnie Burns (803-896-8707 or bonnieburns@scdps.gov) or Cheryl Anderson (803-896-8711 or cherylanderson@scdps.gov) in the Office of Highway Safety and Justice Programs for programmatic questions or Peggy McBride (803-896-8414 or peggymcbride@scdps.gov) in Accounting-Grants for any financial questions.

III. Eligible Applicants

Formula grant awards may be made to state agencies, units of general local government or private nonprofit agencies (only if such private agency requests funding after it has applied for and been denied funding by any unit of general local government). A "unit of general local government" is defined as a city, county, or town. School districts are not considered as units of local government and cannot apply directly. However, they may serve as the implementing agency. In addition, the following points should be noted regarding eligible applicants:

A. Police departments and sheriffs' offices are not eligible to apply directly. A city or county would be the eligible applicant and recipient of funds on behalf of the department.

B. State courts are eligible to apply for funds. However, local courts, similar to police departments, would have to apply through their local units of government.

C. Private, non-profit agencies are eligible to be funded directly. However, to be eligible, the project must be consistent with the state plan, and direct funding shall be permitted only if such agency requests funding after it has applied for and been denied funding by any unit of general local government. A project may also be implemented by a non-profit organization where a unit of government serves as the grantee and enters into a competitively bid contract with the non-profit organization.

D. Solicitor's Offices are eligible to apply through the lead county in their judicial circuit.

E. A local Public Defender's Office is not eligible to apply directly. A city, county, or state agency would be the eligible applicant and recipient of funds on behalf of the Public Defender's Office.

IV. Eligible Standard Program Areas

Pursuant to the requirements of the Office of Juvenile Justice and Delinquency Prevention, a state Multi-year Plan has been developed to ensure that federal assistance is coordinated and integrated with existing state and local efforts and that the maximum impact on juvenile justice problems in the state is achieved. In the development of the plan, the Governor's Juvenile Justice Advisory Council (GJJAC) involved key law enforcement, judicial and juvenile justice personnel on the local, state and federal levels. Research was conducted to analyze the historical demands on the state's juvenile justice system, its current efforts, and projected resource needs. From this research, the eligible program areas authorized by the federal legislation were compared to the state's needs.

The priorities for FY2014-2015 are those programs that provide efforts toward Deinstitutionalization of Status Offenders (DSO) (Program Area #8), initiatives designed primarily to address the disproportionate number of juvenile members of minority groups who come into contact with the juvenile justice system (Disproportionate Minority Contact – DMC) (Program Area #10) and Jail Removal efforts (Program Area #17). The goals of DSO, DMC and Jail Removal are the elimination of status offenders being securely detained, a reduced RRI rate at the arrest and/or commitment phase, a reduced number of juveniles detained longer than six hours in adult jails, and ultimately, compliance with the Jail Removal and DSO core requirements of the Act. Please review Appendix D for examples of programs that are alternatives to secure detention.

V. Funding Period

The grant period will be October 1, 2014 through September 30, 2015. Projects may reapply and be funded on a yearly basis for up to three years based on an annual evaluation of current-year grant performance. **If you are applying for second or third year continuation, your application must include details about the progress and accomplishments of your program to date**. Funding is contingent upon continuation of the Formula program at the federal level.

VI. Distribution of Formula Funds (refer to Appendix C for additional detail)

The original FY2014 allocation amount is expected to be approximately $400,000. However, in FY2014, it is likely that South Carolina will be found to be out of compliance with the Deinstitutionalization of Status Offenders mandate. If South Carolina is determined to be out of compliance with this mandate, the state will lose 20% percent of its Formula grant funds.

Note that the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP) has issued a determination that tours of adult jails and correctional facilities, which are components of many "Scared Straight" type programs, are violations of the Jail Removal mandate of the JJDP Act, even if participation is a voluntary diversion from court involvement. Therefore, applicants are strongly discouraged from including such a component in any program, whether grant-funded or not. Tours of juvenile facilities (Liberty juvenile holdover facility, Richland County Juvenile Detention Center, Charleston County Juvenile Detention Center, DJJ Detention Center, and DJJ institutions) are also discouraged.

A minimum of 66.7 percent of South Carolina's allocation of formula grant funds (other than funds made available to the state advisory group under Section 222(d) of the Act) is required to be awarded to local programs. This allocation is referred to as the "pass-through requirement," but may be waived where services for delinquent or other youth are organized primarily on a state-wide basis. South Carolina has been granted this waiver in previous years, and plans to request it again this year. The Office of Highway Safety and Justice Programs welcomes comments in favor of or against this pass-through waiver request.

VII. Matching Requirement

There is no matching requirement for the Juvenile Justice Formula grant program. If cash or in-kind services will be made available to assist the project, they may be considered informally by mentioning them in the budget narrative on page 5 of the application. **Do not show match on pages 1-4 of the grant application.**

VIII. Notice of Post-Award Reporting Requirements

Applicants should anticipate that all recipients of awards of $25,000 or more under this solicitation, consistent with the Federal Funding Accountability and Transparency Act of 2006 (FFATA), will be required to report award information on any awards totaling $25,000 or more, and, in certain cases, to report information on the names and total compensation of the five most highly compensated executives of the recipients.

IX. Guidelines for the Use of Formula Grant Funds

A. Allowable Expenses:

1. Personnel, training as a component of an overall program, operating expenses, equipment, and supplies are allowable expenses if they are related to the programs that address the authorized program areas. Program-related conferences and travel are also authorized. The cost of space used for the benefit of the program is allowable subject to some special conditions. Printing, publishing, duplication and other operating expenses are allowed. All expenditures must be related to the implementation of an actual program that is defined in the program narrative sections of the application.

2. Grant-funded personnel must have one hundred percent of their on-site time dedicated to grant activities. (See also all non-supplanting provisions in the Grant Terms and Conditions.)

3. Audit fees can be included in project budgets to cover the costs associated with an audit of the project.

B. Unallowable Expenses:

1. Any expenditures that are not a part of an approved program or project (within the authorized program areas) are not allowable;

2. Formula grant funds may not be used to supplant or replace existing state or local criminal or juvenile justice funds. Any expenditures must increase the existing amount of funds available for eligible activities;

3. The purchase of land is not an allowable expense;

4. Formula grant funds for construction projects are prohibited, except when facilities to be constructed are non-secure, innovative, community-based facilities for less than 20 people which the federal Administrator of the Office of Juvenile Justice and Delinquency Prevention has judged as necessary. This determination of necessity by OJJDP would have to be completed prior to grant application, and is, therefore, very unlikely. If construction in accordance with the requirements above is approved, a 50/50 cash match is required. The Administrator of OJJDP may waive cash matching requirements for construction projects and allow in-kind match for private agencies meeting specific conditions.

X. Application Review and Evaluation Process

The following factors will be considered in the evaluation of applications:

A. Budget – Proposed expenditures are reasonable, adhere to the guidelines, equipment and personnel are documented as necessary each expenditure is explained in detail in the budget narrative.

B. Problem Statement – Is clearly defined and based upon facts, a needs assessment, or statistics. The data should include the most current available and should be specific to the area to be served by the project.

C. Needs Assessment – Clearly outlines how needs were determined and includes how cooperation needs were gathered from other agencies or jurisdictions. It includes information concerning any grant funds the applying agency currently receives or has received in the past two years concerning juveniles and families.

D. Project Description – Tells the reader exactly what the project plans to do. It is clear to the reader that the project has been well thought out, excellent planning is evident, and chances of success are documented as good. It documents what counties will be served with this project. Includes evaluation component.

E. Progress Report – For those applying for continuation projects only. Provides detailed progress on accomplishments made during each prior year of the grant program. New applicants will type "N/A" in this section.

F. Objectives – Are relevant, specific and **measurable**. They specify what outcomes the program will accomplish in concrete terms. Each objective corresponds to each performance indicator. <u>Objectives outline who will do what by when and with what desirable result.</u> Good ways to measure results include percentage increases or decreases,

numerical increases or decreases and surveys administered at the beginning and end of the project that measure participants' changes in attitudes and/or increases in knowledge. Academic improvement may be measured by letter grades, standardized test scores and promotions to the next grade level. Some process, or output, objectives should also be included, such as number of treatment hours or number of training hours.

G. Performance Indicators – The indicators match objectives exactly and state how each objective will be measured to assess the effectiveness of the project.

H. Project Continuation Potential – A clear plan for pursuing project independence is evident and probability of success is good.

I. Target Population or Service Delivery Area – The target population is described in terms of demographics and geographical area to be served; definition of geographic boundaries of the project's neighborhood or community; in order to develop geographic information system (GIS) strategic planning capacity, the federal government now requires geographic information for each subgrant. Such information should contain the following two items of information on the geographic area(s) that the subgrant recipient will serve using the format specified below:

Physical address: If the mailing address is a PO box, specify the physical address(es) of the location(s) where the subgrantee will provide services. If the mailing address is in a rural area with no street address, include the nearest street intersection. If the subgrant program has multiple service areas, include the required information for each.

(Example with street address)
ABC Associates
123 First Street
Shrewsbury, SC 29361

(Example with no street address)
ABC Associates
First Street and Holiday Drive
Shrewsbury, SC 29361

Map and street description: Provide a road map (with local detail) with the service area(s) clearly depicted. State applicants should mark the map with information identifying the federal formula/block award number it is tied to, including state name, and subgrantee contact name and phone number. Also include a written description of streets bounding the service area. If GIS files are available, submit these to SCDPS electronically.

J. Project Abstract – The abstract will be used in recommendations to officials who will not see the entire application. It should be clear, concise and tell the story in a short paragraph.

K. Other Relevant Factors and Requirements – All continuation applications must include information from their most recent progress report. The application must contain all relevant documentation.

The Juvenile Justice Formula grant program uses a multi-step application review and evaluation process. It begins with consideration by Juvenile Justice Program staff and the

Grants Committee of the Governor's Juvenile Justice Advisory Council (GJJAC). They determine which applications are best qualified, fully qualified or unqualified. Continuation applications rated fully qualified or best qualified move forward in the process. Limited funding for new grant proposals usually determines that only those applications rated as best qualified will proceed further in the new-grant consideration process.

The recommendation list is subjected to further programmatic and financial staff review to determine compliance with federal and state programmatic and financial guidelines. After review by the full GJJAC, the recommendations are reviewed at the Department level before going to the South Carolina Public Safety Coordinating Council for approval.

XI. Evaluation Plan

A. Each successful application will be required to contract with a consultant to evaluate the project. The evaluation component should be included in the budget as well as the project description, but no specific names/organizations should be stated in the application unless they are providing the service free of charge. If the application is awarded funds, state procurement regulations must be followed when soliciting and selecting an evaluator. Successful applicants selecting an evaluator should require that the evaluator have substantive experience in program and/or social science research methods and statistical analysis, and should be selected on the basis of an open, competitive process as required by State law.

Several options are available to meet this requirement. One is by utilizing staff employed with area colleges or universities. Graduate students and doctoral candidates are also a possibility when looking for someone to evaluate your program. The reason graduate students may be used is because they are usually supervised by a university staff member who has the necessary experience to oversee an evaluation of this type. Although many evaluators are paid for their service, there are individuals employed in higher education and other agencies that will provide this evaluation free of charge and provide the evaluation as a service to their community. In cases where individuals are providing the evaluation to the program free of charge, the project director should obtain the proposed evaluator’s resume/vita and a letter detailing what services the individual plans to provide the program. In addition, this letter should document the name of the program, date the evaluation is to be completed and how many copies of the evaluation are going to be disseminated. Be sure that the state-funding agency (South Carolina Department of Public Safety) receives two copies of this document. If there are other services that you would like to see, be sure that these too are detailed in this letter. Because there is not a contract that is required for individuals that are donating their time, this letter will be the only documentation that details what will be accomplished by the evaluator.

Another option to complete the required evaluation is through a bidding process. In this case, the program plans to pay for a professional evaluation. The amount that you wish to pay for this evaluation is left up to the project’s administration, but should be reasonable for the task outlined in the contract. Project directors that are interested in paying for an evaluation should first obtain three bids. These bids should include the individual’s resume/vita and a letter detailing the work that is to be performed. This letter should include, but not be limited to, the information required for evaluators that are performing a service free of charge. Once the project director has obtained three bids, the project director should forward the packet of information to the SC Department of

Public Safety's Grants Accounting Office. Projects that submit complete evaluator packets are responded to more quickly than incomplete evaluator packets. Packets that are not complete hinder the evaluation process by reducing the amount of time that an evaluator has to study and analyze the project.

Project directors should also keep in mind that evaluators should be individuals that are not associated with the project, have some evaluation experience, or at the minimum, can demonstrate that they have the statistical and methodological background to perform program evaluations. However, the South Carolina Department of Public Safety's Office of Highway Safety and Justice Programs (SCDPS/OHSJP) reserves the right to deny an evaluator's bid. Bids that are denied are most often based on past poor performance with the OHSJP. In the event that a bid is rejected, our office will contact the Project Director for another bid.

The South Carolina Department of Public Safety's OHSJP places its faith in the abilities of those who have been chosen to evaluate its programs. As a result of the time constraints of grant personnel employed in the OHSJP, it is impractical for its personnel to spend a large amount of time with each project. Therefore, dictating which methodology should be used at different sights is also impractical. Different programs may require different approaches to evaluation. Realizing these limitations, our office provides the evaluator with the flexibility and the freedom to evaluate the program as they feel is necessary. Different programs may require different interventions to maximize the intended goal. In this case, our office seeks to focus on the impact the program has had on the community it has served.

The evaluation stage of the grant should be seen as an opportunity to learn from the project's strengths and weakness. It should be seen as a necessary part of sustainability and project efficiency and effectiveness. The second goal of the evaluation from the standpoint of the OHSJP is to ultimately provide the program with data that can show trends. If a project is funded for three years, the evaluation can be utilized to sell the project to other funding sources.

B. Identify by position who will be responsible for collecting data and preparing quarterly progress reports. This may be done on page 11 (performance indicators) of the application or as a separate explanation, using a continuation on plain bond paper.

C. Explain what quantitative and qualitative information will be collected and how this information will be maintained (e.g., manual or electronic log). Quantitative information is a numerical measurement such as number of referrals, number diverted from court, number placed in alternative treatment, number of adjudications or number of sentences. Qualitative information is information that is harder or impossible to define numerically. It includes such things as survey comments, improvement in a neighborhood's environment or improved communication between residents, police officers and juvenile justice officials. Qualitative information can be documented through photos, interviews, observation, media reports or community reaction to expansion of a project. An explanation must be provided that details how information will be collected and what measures exist to ensure that a reliable, foolproof system has been developed to collect needed project information.

D. Discuss how this information will be analyzed to determine success (e.g., comparison to prior year or baseline year, compilation of survey results, etc.). Each objective must be

constructed to show success through data analysis and by compiling qualitative information. If an objective cannot be measured or proven successful through collection and analysis of quantitative or qualitative information, it must be deleted or rewritten so it can be measured. Similar periods of time must be compared to show improvements (in other words, calendar year 2013 should be compared to calendar year 2014, or fiscal year 2013 to fiscal year 2014). Prior year or baseline data should be compiled and included as part of the problem statement. Obviously, it is impossible to document improvement or increases or decreases in crime rates or trends as a result of the project if prior year or baseline data was never collected. Applicants are strongly encouraged to include some objectives and performance indicators that can be measured at intervals throughout the grant period, not just at its conclusion.

XII. Grant Application and Review Schedule

November 6, 2013	Grant Application Workshop, Columbia
March 7, 2014 **5:00 p.m.**	Deadline for completed FFY2014 new and continuation applications to SCDPS
April 2014*	Grants Committee review
June 2014*	Governor's Juvenile Justice Advisory Council review
August 2014*	Public Safety Coordinating Council review
September 2014*	Grant award notices mailed
October 1, 2014 *	FFY2014 Formula grant period begins

***** Dates are contingent upon the date the federal award is received by the state.

XIII. Grant Application/Proposal Review Check List

In order to avoid common mistakes, applicants should answer the following questions when reviewing their completed application:

- ❑ Do the budget figures on pages 1-5 add up correctly?
- ❑ Are all sections of the application completed?
- ❑ Have you included the evaluation component?
- ❑ Are the objectives quantifiable?
- ❑ Is there a corresponding performance indicator for each objective?
- ❑ Do the data in the Needs Assessment/Problem Statement include the most current available? Are they specific to the target area?
- ❑ If the applicant is a private, nonprofit (501c3), have you included a letter from a unit of general local government denying funding for the project?
- ❑ If you are applying for a continuation, have you included detailed information about program progress and accomplishments to date? Have you included information from your most recent progress report?

APPENDIX A

Grant Application Proposal Scoring Form

Juvenile Justice Programs Grant Score Sheet

Application #A_____ **Grant Program Title:_____**

County:_____ **Request for Grant Year: 1 2 or 3** **Funds Requested: $_____**

CATEGORY	SPECIAL CRITERIA	MAX POINT VALUE	PRELI-MINARY SCORE
REQUIREMENTS	Does the application specify a GJJAC designated priority area? Y__N__ Does the application show that it, in fact, qualifies for and will impact the specified GJJAC designated priority area? Y__N__ If a JABG application, does it contain a 10% cash match? Y__N__ If a Title V, does it contain a 33% in-kind or cash match? Y__N__ If applicable, does the application contain letters of support? Y__N__ If a 2nd or 3rd year application, is a current and favorable DPS Progress Report or Site Monitor Report attached? Y__N__ Does the application request indirect costs of 20% or less? Y__N__ If Title V or Formula, does it include a contract for evaluation? Y__N__	If the answer to any question is no: 1) enter a zero below as the final score, 2) and, do not score further.	
BUDGET Should be clear and consistent with Project Description	Proposed project costs are reasonable	10	
	Budget items are relevant to proposed project	5	
	Budget items are fully described and justified on page 4	10	
BUDGET NOTES AND COMMENTS			
	TOTAL BUDGET	**25**	
PROBLEM STATEMENT	A significant problem is clearly identified and explained within a specified GJJAC priority area; and, the statement includes a clear understanding and discussion of the factors and issues which contribute to the identified problem.	15	
NEEDS ASSESSMENT	The application contains relevant and recent state and local data which demonstrates a viable, meaningful need for the program; and, the data and its sources are credible, reliable, and adequately footnoted.	5	
PROJECT DESCRIPTION	The project being proposed is logical, practical, and sound, and, if funded, would reasonably be expected to have a meaningful and positive impact on the identified problem and target group. The proposal contains a clear and very detailed project plan (e.g., days/times of the week, curricula, transportation, activities). If a continuation application, it must detail previous year(s) progress to date.	20	
PROJECT OBJECTIVES	Project objectives state the anticipated outcomes of the project and are clear, measurable, capable of timely completion, important, and directly relate the proposed project to the identified problem	15	
PERFORMANCE INDICATORS	There is a corresponding Performance Indicator for each Project Objective. Explains by whom, how, and when performance data will be collected and reported.	10	
TARGET POPULATION	Identifies target service group including, specific ages, gender, geographic location, and estimated impact on target population.	5	
IMPLEMENTATION SCHEDULE	Includes clear and specific tasks and completion timelines which may be reasonably accomplished (e.g., hiring staff, purchasing equipment, recruiting participants, evaluation, and list of quarterly activities).	5	

	MAXIMUM POSSIBLE SCORE	**100**	

APPENDIX B

JJDP Formula Grant Program Areas

Formula Grant Program Areas

1. **Aftercare/Reentry.** Programs to prepare targeted juvenile offenders to successfully return to their communities after serving a period of secure confinement in a training school, juvenile correctional facility, or other secure institution. Aftercare programs focus on preparing juvenile offenders for release and providing a continuum of supervision and services after release.

2. **Alternatives to Detention.** Alternative services provided to a juvenile offender in the community as an alternative to confinement.

3. **Child Abuse and Neglect Programs.** Programs that provide treatment to juvenile offenders who are victims of child abuse or neglect and to their families to reduce the likelihood that such juvenile offenders will commit subsequent violations of law.

4. **Children of Incarcerated Parents.** Services to prevent delinquency or treat delinquent juveniles who are the children of incarcerated parents.

5. **Community Assessment Centers (CACs).** Centers that lead to more integrated and effective cross-system services for juveniles and their families. CACs are designed to positively affect the lives of youth and divert them from a path of serious, violent, and chronic delinquency. Using a collaborative approach, CACs serve the community in a timely, cost-efficient, and comprehensive manner.

6. **Compliance Monitoring.** Programs, research, staff support, or other activities primarily to enhance or maintain a state's ability to adequately monitor jails, detention facilities, and other facilities to assure compliance with Sections 223(a)(11), (12), (13), and (22) of the JJDP Act.

7. **Court Services.** Programs to encourage courts to develop and implement a continuum of pre- and postadjudication restraints that bridge the gap between traditional probation and confinement in a correctional setting. Services include expanded use of probation, mediation, restitution, community service, treatment, home detention, intensive supervision, electronic monitoring, translation services and similar programs, and secure, community-based treatment facilities linked to other support services.

8. **Deinstitutionalization of Status Offenders.** Programs, research, or other initiatives to eliminate or prevent the placement of accused or adjudicated status offenders and nonoffenders in secure facilities, pursuant to Section 223(a)(11) of the JJDP Act.

9. **Delinquency Prevention**. Programs, research, or other initiatives to prevent or reduce the incidence of delinquent acts and directed to youth at risk of becoming delinquent to prevent them from entering the juvenile justice system or to intervene with first-time and nonserious offenders to keep them out of the juvenile justice system. This program area excludes programs targeted at youth already adjudicated delinquent, on probation, in corrections, and those programs designed specifically to prevent gang-related or substance abuse activities undertaken as part of program areas 12 and 32.

10. **Disproportionate Minority Contact**. Programs, research, or other initiatives primarily to address the disproportionate number of juvenile members of minority groups who come into contact with the juvenile justice system, pursuant to Section 223(a)(22) of the JJDP Act.

11. **Diversion.** Programs to divert juveniles from entering the juvenile justice system.

12. **Gangs.** Programs, research, or other initiatives primarily to address issues related to juvenile gang activity. This program area includes prevention and intervention efforts directed at reducing gang-related activities.

13. **Gender-Specific Services.** Services to address the needs of female offenders in the juvenile justice system.

14. **Graduated Sanctions.** A system of sanctions that escalate in intensity with each subsequent, more serious delinquent offense.

15. **Gun Programs.** Programs (excluding programs to purchase from juveniles) to reduce the unlawful acquisition and illegal use of guns by juveniles.

16. **Hate Crimes.** Programs to prevent and reduce hate crimes committed by juveniles.

17. **Jail Removal.** Programs, research, or other initiatives to eliminate or prevent the placement of juveniles in adult jails and lockups, as defined in Section 223(a)(13) of the JJDP Act.

18. **Job Training.** Projects to enhance the employability of juveniles or prepare them for future employment. Such programs may include job readiness training, apprenticeships, and job referrals.

19. **Juvenile Justice System Improvement.** Programs, research, and other initiatives to examine issues or improve practices, policies, or procedures on a systemwide basis (e.g., examining problems affecting decisions from arrest to disposition and detention to corrections).

20. **Mental Health Services.** Services include, but are not limited to, the development and/or enhancement of diagnostic, treatment, and prevention instruments; psychological and psychiatric evaluations; counseling services; and/or family support services.

21. **Mentoring.** Programs to develop and sustain a one-to-one supportive relationship between a responsible adult age 18 or older (mentor) and an at-risk juvenile (mentee) that takes place on a regular basis.

22. **American Indian Programs** . Programs to address juvenile justice and delinquency prevention issues for American Indians and Alaska Natives.

23. **Planning and Administration** . Activities related to state plan development, other preawarded activities, and administration of the Formula Grant Program, including evaluation, monitoring, and one full-time staff position pursuant to Section 222 (c) of the JJDP Act and the OJJDP Formula Grant Regulation.

24. **Probation.** Programs to permit juvenile offenders to remain in their communities under conditions that the juvenile court prescribes.

25. **Restitution/Community Service.** Programs to hold juveniles accountable for their offenses by requiring community service or repayment to the victim.

26. **Rural Area Juvenile Programs.** Prevention, intervention, and treatment services in an area located outside a metropolitan statistical area as designated by the U.S. Bureau of the Census.
27. **School Programs.** Education programs and/or related services to prevent truancy, suspension, and expulsion. School safety programs may include support for school resource officers and law-related education.

28. **Separation of Juveniles From Adult Inmates** . Programs that ensure that juveniles will not be detained or confined in any institutions where they may come into contact with adult inmates, pursuant to Section 223(a)(12) of the JJDP Act.

29. **Serious Crime** . Programs, research, or other initiatives to address serious and violent criminal-type behavior by youth. This program area includes intervention, treatment, and reintegration of serious and violent juvenile offenders.

30. **Sex Offender Programs** . Programs to support the assessment, treatment, rehabilitation, supervision, and accountability of juvenile sex offenders.

31. **State Advisory Group Allocation.** Activities related to carrying out the State Advisory Group's responsibilities under Section 223(a)(3) of the JJDP Act.

32. **Substance Abuse.** Programs, research, or other initiatives to address the use and abuse of illegal and other prescription and nonprescription drugs and the use and abuse of alcohol. Programs include control, prevention, and treatment.

33. **Youth Advocacy.** Projects to develop and implement advocacy activities focused on improving services for and protecting the rights of youth affected by the juvenile justice system.

34. **Youth Courts.** Also known as teen courts. Juvenile justice programs in which peers play an active role in the disposition of the juvenile offender. Most communities use youth courts as a sentencing option for first-time offenders charged with misdemeanor or nonviolent offenses who acknowledge their guilt. The youth court serves as an alternative to the traditional juvenile court.

35. **Strategic Community Action Planning.** Programs and activities that bring together committed community leaders and residents to identify and access existing local resources for the development of a multifaceted response to juvenile justice issues.

36. **Indigent Defense.** Hiring court-appointed defenders, providing training, coordination, and innovative strategies for indigent defense services.

APPENDIX C

FY2014-2015 Funding Priorities

Title II Formula Grant Program PERFORMANCE MEASURES
PA 17: Jail Removal
OUTPUT PERFORMANCE MEASURES

	Output Measure	Definition	Reporting Format
1	**FORMULA GRANTS FUNDS AWARDED FOR JAIL REMOVAL**	The amount of Formula Grants funds in whole dollars that are awarded for jail removal during the reporting period. Program records are the preferred data source.	A. Funds awarded to jail removal core requirement
14	**Number of programs implemented**	The number of new programs implemented during the reporting period.	A. Number of programs created and/or implemented during the reporting period
2	Number of site-specific plans developed	The number of site-specific plans on jail removal that were developed during reporting period of the program. Program records are the preferred data source.	A. Number of site-specific plans developed
15	Number of facilities receiving TA	The number of public and private secure detention centers, jails, lockups, and correctional facilities receiving technical assistance by state or Federal representatives during the reporting period. The Annual Compliance Monitoring Report is the preferred data source.	A. Number of facilities receiving TA
3	Number of site-specific plans implemented	The number of site-specific plans on jail removal that were implemented during reporting period of the program. Program records are the preferred data source.	A. Number of site-specific plans implemented
16	**Number of program youth served**	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 previous two fiscal years plus all new admissions during the 3 reporting fiscal years. Program records are the preferred data source.	A. Number of program youth carried over from the previous reporting period, plus new admissions during the reporting period
4	Number and percent of staff trained	The number and percent of staff that are trained during reporting period. The number is the raw number of staff to receive any formal training relevant to the program on their position as program staff. Include any training from any source at any time received during the reporting period. Training 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 staff that participated in training B. Total number of program staff C. Percent (A/B)
5	Number of hours of staff training provided	The number of training hours that are provided to program staff during the reporting period. Training includes in-house and external trainings conducted and available to staff.	A. Number of hours of training provided to staff
6	Number of transportation plans developed	The number of transportation plans developed during reporting period. Include all formal partnership or coordination agreements. Program records are the preferred data source.	A. Number of plans developed
7	Number of materials developed	The number of program materials that were developed during the reporting period. Include only substantive materials such as program guidance manuals, CM manuals, monitoring tools, i.e., co-located facility checklists, and model facility checklists, etc. Count the number of pieces developed.	A. Number of materials developed
8	Number and percent of site monitoring/TA visits conducted	The number of onsite inspection visits made to adult jails or lockups by the state Compliance Monitor during the reporting period or the number of public and private secure detention centers, jails, lockups, and correctional facilities receiving technical assistance by state or Federal representatives during the reporting period. The Annual Compliance Monitoring Report is the preferred data source.	A. Number of on-site monitoring visits or TA visits conducted
9	Number of shelter beds contracted	The number of beds contracted through private or public providers for shelter care during the reporting period.	A. Number of shelter beds contracted
10	Needs assessment completed (Y/N)	Report whether a needs assessment was conducted to determine whether and how the program would be implemented.	A. Was a needs assessment conducted?
11	Number of program/agency policies or procedures created, amended, or rescinded	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 either relevant to the topic area of the program or policies that affect program operations.	A. Number of policies or procedures created, amended, or rescinded
12	Number of risk assessment instruments (RAI) developed	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.	A. Number of risk assessment instruments developed
13	Number of MOUs developed	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.	A. Number of MOUs in effect

Title II Formula Grant Program PERFORMANCE MEASURES
PA 17: Jail Removal
OUTCOME PERFORMANCE MEASURES

#	Outcome Measure	Definition	Reporting Format	Reporting Term
1	Number and percent of program youth who offend during the reporting period	The number and percent of participating program youth who were arrested or seen at a juvenile court **for a delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses. *Ideally this number should be all youth served by the program during this reporting period.* Ex. If I am serving 100 youth in my program, A would be 100. If I am following up with 50 of them, B would be 50. Of these 50 program youth I'm tracking, if 25 of them were arrested or had a delinquent offense during this reporting period, then C would be 25.	A. Total number of program youth served B. Number of program youth tracked during this reporting period C. Of B, number of program youth who had an arrest or delinquent offense during this reporting period D. Number of program youth who were recommitted to a juvenile facility during this reporting period E. Number of program youth who were sentenced to adult prison during this reporting period F. Number of youth who received another sentence during this reporting period G. Percent offending (C/B)	Short
1	Number and percent of program youth who offend during the reporting period (Long Term)	The number and percent of participating program youth who were arrested or seen at a juvenile court **for a delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses 6-12 months after exiting the program. Ex. I have a lot of youth who exited my program 6-12 months ago, but we are only tracking 100 of them, so A is 100. Of these 100 program youth that exited the program 6-12 months ago 65 had a new arrest or delinquent offense during this reporting period, so B is 65.	A. Number of program youth who exited the program 6-12 months ago that you are tracking B. Of A, the number of program youth who had an arrest or delinquent offense during this reporting period C. Number of program youth who were recommitted to a juvenile facility during this reporting period D. Number of program youth who were sentenced to adult prison during this reporting period E. Number of youth who received another sentence during this reporting period F. Percent of Long Term offending (B/A)	Long
1	Number and percent of program youth who re-offend during	The number and percent of participating program youth who were arrested or seen at a juvenile	A. Total number of program youth served	Short

	the reporting period	court **for a new delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses. *Ideally this number should be all youth served by the program during this reporting period.* Ex. If I am serving 100 youth in my program, A would be 100. If I am following up with 50 of them, B would be 50. Of these 50 program youth I'm tracking, if 25 of them were arrested or had a delinquent offense during this reporting period, then C would be 25.	B. Number of program youth tracked during this reporting period C. Of B, the number of program youth who had a new arrest or delinquent offense during this reporting period D. Number of program youth who were recommitted to a juvenile facility during this reporting period E. Number of program youth who were sentenced to adult prison during this reporting period F. Number of youth who received another sentence during this reporting period G. Percent recidivism (C/B)	
1	Number and percent of program youth who re-offend during the reporting period	The number and percent of participating program youth who were arrested or seen at a juvenile court **for a new delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses 6-12 months after exiting the program. Ex. I have a lot of youth who exited my program 6-12 months ago, but we are only tracking 100 of them, so A is 100. Of these 100 program youth that exited the program 6-12 months ago 65 had a new arrest or delinquent offense during this reporting period, so B is 65.	A. Number of program youth who exited the program 6-12 months ago that you are tracking B. Of A, the number of program youth who had a new arrest or delinquent offense during this reporting period C. Number of program youth who were recommitted to a juvenile facility during this reporting period D. Number of program youth who were sentenced to adult prison during this reporting period E. Number of youth who received another sentence during this reporting period F. Percent of Long Term recidivism (B/A)	Long
1	**Change in the number of violations of the Jail Removal Requirement**	The change in the number of violations of the jail removal requirement during the reporting period compared with the previous reporting period, according to the definition in the OJJDP Guidance Manual for Monitoring Facilities Under the JJDP Act of 2002. The Annual Compliance Monitoring Report is the preferred data source.	A. Number of violations of jail removal during the current reporting period B. Number of violations of jail removal during the previous reporting period C. Percent Change (B-A/B)	
2	Number and percent of staff with increased knowledge	The number of staff who gained a greater knowledge of the jail removal requirements, alternative	A. Number of staff trained who report increased knowledge B. Number of staff returning surveys	Short

	of program area	services or related 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.	C. Percent (A/B)	

Title II Formula Grant Program PERFORMANCE MEASURES
PA 8: Deinstitutionalization of Status Offenders
OUTPUT PERFORMANCE MEASURES

#	Output Measure	Definition	Reporting Format
1	**FG funds awarded for DSO**	The amount of Formula Grants funds in whole dollars that are awarded for DSO during the reporting period. Program records are the preferred data source.	A. Dollars awarded to DSO Core Requirement

#	Output Measure	Definition	Reporting Format
2	Number of MOUs developed	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.	A. Number of Memoranda of Understanding developed
3	Number of transportation plans developed	The number of transportation plans developed during reporting period. Include all formal partnership or coordination agreements. Program records are the preferred data source.	A. Number of plans developed
4	**Number of programs implemented**	The number of new programs implemented during the reporting period.	A. Number of programs created and/or implemented during the reporting period
5	Number of shelter beds contracted	The number of beds contracted through private or public providers for shelter care during the reporting period.	A. Number of shelter beds contracted
6	Number and percent of staff trained	The number and percent of staff that are trained during reporting period. The number is the raw number of 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 staff who participated in training B. Total number of program staff C. Percent (A/B)
7	Number of hours of staff training provided	The number of training hours that are provided to program staff during the reporting period. Training includes in-house and external trainings conducted and available to staff.	A. Number of hours of training provided to staff
8	Number of materials developed	The number of program materials that were developed during the reporting period. Include only substantive materials such as program guidance manuals, CM manuals, monitoring tools, i.e., co-located facility checklists, and model facility checklists, etc. Count the number of pieces developed.	A. Number of materials developed during the reporting period
9	**Number of site visits conducted**	The number of onsite inspection visits made to secure juvenile detention and adult jails and lockups facilities by the state Compliance Monitor during the reporting period. The Annual Compliance Monitoring Report is the preferred data source.	A. Number of visits conducted
10	Number of facilities receiving TA	The number of public and private secure detention centers, jails, lockups, and correctional facilities receiving technical assistance by state or federal representatives during the reporting period. The Annual Compliance Monitoring Report is the preferred data source.	A. Number of facilities
11	Needs assessment completed (Y/N)	Report whether a needs assessment was conducted to determine whether and how the program would be implemented.	A. Was a needs assessment conducted?
12	Number of program policies/procedures created, amended, or rescinded	The number of 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 either relevant to the topic area of the program or policies that affect program operations.	A. Number of policies or procedures created, amended, or rescinded

#	Output Measure	Definition	Reporting Format
13	**Number of program youth served**	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.	A. Number of program youth carried over from the previous reporting period, plus new admissions during the reporting period

Title II Formula Grant Program PERFORMANCE MEASURES
PA 8: Deinstitutionalization of Status Offenders
OUTCOME PERFORMANCE MEASURES

#	Outcome Measure	Definition	Reporting Format
1	**Change in the number of violations of DSO**	The change in the number of violations of the deinstitutionalization of status offender requirement from the previous reporting period compared with the current reporting period. DSO is determined according to the definition in the OJJDP Guidance Manual for Monitoring Facilities Under the JJDP Act of 2002. The Annual Compliance Monitoring Report is the preferred data source.	A. Number of violations of DSO during the current reporting period B. Number of violations of DSO during the previous reporting period C. Percent change (B-A/B)
2	Number and percent of staff with increased knowledge of program area	The number and percent of staff who gained a greater knowledge in the area of Core Requirements or related information (e.g., DSO, alternatives) 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 staff trained during the reporting period who report increased knowledge B. Number of staff trained during the reporting period C. Percent (A/B)

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

BOLD = Mandatory measure
* = Mandatory for intervention programs only
** = Mandatory for prevention programs only

Title II Formula Grant Program PERFORMANCE MEASURES
PA 10: Disproportionate Minority Contact
OUTPUT PERFORMANCE MEASURES

#	Output Measure	Definition	Reporting Format
1	Number of FTEs funded with FG $	The number of program 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.	A. Number of Full-Time Equivalent DMC Coordinators paid with FG $
2	Number of programs implemented	The number of new programs implemented during the reporting period.	A. Number of DMC-related programs in operation during the reporting period
3	Number and percent of program staff trained	The number and percent of program staff that are trained during reporting period. Program staff include full and part-time employees and/or volunteers. The number is the raw number of 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 staff who participated in training B. Total number of program staff C. Percent (A/B)
4	Number of hours of program staff training provided	The number of training hours that program staff are provided during the reporting period. Training includes in-house and external trainings.	A. Number of DMC-related hours of training provided to staff
5	Number of non-program personnel trained	The number of non-program people who are trained on DMC-related issues such as improving understanding of cultural differences, cultural context, cultural diversity, cultural awareness, bias, multicultural workplaces, etc. during the reporting period. The number is the raw number of non-program people from law enforcement, courts, other related agencies, or community members who participate in training, conferences, or workshops. Although DMC program staff may also participate in such training (e.g., statewide or local DMC conferences) do not count them here. Count them under #4.	A. Number of non-program people who participated in training
6	Number of hours of non-program personnel training provided	The number of DMC-related training hours provided to non-program people during the reporting period. Include DMC training, conferences, and workshops conducted not just for DMC program staff only but for juvenile justice system personnel at large (e.g. law enforcement, court, etc.), and other related agencies and community members.	A. Number of DMC-related hours of training provided to non-program personnel
7	Number of program materials developed	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.	A. Number of program materials developed during the reporting period

#	Output Measure	Definition	Reporting Format
8	Number of program youth served	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.	A. Number of program youth carried over from the previous reporting period, plus new admissions during the reporting period
9	Number of service hours completed	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.	A. Total number of program youth service hours
10	Average length of stay in program	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 clients served B. Number of cases closed C. Average (A/B)
11	Number of planning activities conducted	The number of planning activities undertaken during the reporting period. Planning activities include meetings held, needs assessments undertaken.	A. Number of planning activities undertaken
12	Number of assessment studies conducted	The number of DMC assessment studies undertaken during the reporting period to determine factors contributing to DMC.	A. Number of assessment studies undertaken
13	Number of data improvement projects implemented	The number of data improvement projects funded at the state or local levels specifically to improve the quality and completeness of DMC data.	A. Number of projects funded during the reporting period
14	Number of objective decision-making tools developed	Report whether any objective decision-making tools were developed, such as detention risk, risk assessment, needs assessment, mental health assessment were developed to determine the supervision needs of the youth.	A. Number of tools developed
15	Number of program/agency policies or procedures created, amended, or rescinded	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 either relevant to the topic area of the program or policies that affect program operations.	A. Number of program/agency policies or procedures created, amended, or rescinded

Title II Formula Grant Program PERFORMANCE MEASURES
PA 10: Disproportionate Minority Contact
OUTCOME PERFORMANCE MEASURES

#	Outcome Measure	Definition	Reporting Forma	Reporting Term
1	Number and percent of program youth who offend during the reporting period	The number & % of participating program youth who were arrested or seen at a juvenile court **for a delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses. *Ideally this number should be all youth served by the program during this reporting period.* Ex. If I am serving 100 youth in my program, A would be 100. If I am following up with 50 of them, B would be 50. Of these 50 program youth I'm tracking, if 25 of them were arrested or had a delinquent offense during this reporting period, then C would be 25.	A. Total number of program youth served B. Number of program youth tracked during this reporting period C. Of B, number of program youth who had an arrest or delinquent offense during this reporting period D. Number of program youth who were recommitted to a juvenile facility during this reporting period E. Number of program youth who were sentenced to adult prison during this reporting period F. Number of youth who received another sentence during this reporting period G. Percent offending (C/B)	Short
1	Number and percent of program youth who offend during the reporting period (Long Term)	The number & % of participating program youth who were arrested or seen at a juvenile court **for a delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses 6-12 months after exiting the program. Ex. I have a lot of youth who exited my program 6-12 months ago, but we are only tracking 100 of them, so A is 100. Of these 100 program youth that exited the program 6-12 months ago 65 had a new arrest or delinquent offense during this reporting period, so B is 65.	A. Number of program youth who exited the program 6-12 months ago that you are tracking B. Of A, the number of program youth who had an arrest or delinquent offense during this reporting period C. Number of program youth who were recommitted to a juvenile facility during this reporting period D. Number of program youth who were sentenced to adult prison during this reporting period E. Number of youth who received another sentence during this reporting period F. Percent of Long Term offending (B/A)	Long

1	Number and percent of program youth who re-offend during the reporting period	The number and percent of participating program youth who were arrested or seen at a juvenile court **for a new delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses. *Ideally this number should be all youth served by the program during this reporting period.* Ex. If I am serving 100 youth in my program, A would be 100. If I am following up with 50 of them, B would be 50. Of these 50 program youth I'm tracking, if 25 of them were arrested or had a delinquent offense during this reporting period, then C would be 25.	A. Total number of program youth served B. Number of program youth tracked during this reporting period C. Of B, the number of program youth who had a new arrest or delinquent offense during this reporting period D. Number of program youth who were recommitted to a juvenile facility during this reporting period E. Number of program youth who were sentenced to adult prison during this reporting period F. Number of youth who received another sentence during this reporting period G. Percent recidivism (C/B)	Short
1	Number and percent of program youth who re-offend during the reporting period	The number & % of participating program youth who were arrested or seen at a juvenile court **for a new delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses 6-12 months after exiting the program. Ex. I have a lot of youth who exited my program 6-12 months ago, but we are only tracking 100 of them, so A is 100. Of these 100 program youth that exited the program 6-12 months ago 65 had a new arrest or delinquent offense during this reporting period, so B is 65.	A. Number of program youth who exited the program 6-12 months ago that you are tracking B. Of A, the number of program youth who had a new arrest or delinquent offense during this reporting period C. Number of program youth who were recommitted to a juvenile facility during this reporting period D. Number of program youth who were sentenced to adult prison during this reporting period E. Number of youth who received another sentence during this reporting period F. Percent of Long Term recidivism (B/A)	Long
2	Number of state agencies reporting improved data collection systems	The number of state-level agencies that show improved data collection systems as evidenced by an ability to collect data by race; collect data by race with increased accuracy and consistency; report timely data collection and submission, etc. during the reporting period. Data improvement project files are the	A. Number of improved state-level data collection systems during the reporting period	Short

5c	Family relationships	Number and percent of program youth who exhibited an improvement in family relationships during the reporting period. Self-report, staff rating are most likely data sources.	A. Number of program youth with the noted behavioral change B. Number of youth in the program who received services for this behavior. C. Percent (A/B)	Short
2	Number of state agencies reporting improved data collection systems	The number of state-level agencies that show improved data collection systems as evidenced by an ability to collect data by race; collect data by race with increased accuracy and consistency; report timely data collection and submission, etc.	A. Number of improved state-level data collection systems during the reporting period B. Number of youth in the program who received services for this behavior. C. Percent (A/B)	Long
5c	Family relationships	Number and percent of program youth who exhibited an improvement in family relationships 6 months to 1 year after exiting the program.	A. Number of youth defined in B with the noted behavioral change. B. Number of youth who exited the program 6-12 months earlier and received services for this behavior. C. Percent (A/B)	Long
3	NUMBER OF LOCAL AGENCIES REPORTING IMPROVED DATA COLLECTION SYSTEMS	The number of local-level agencies that show improved data collection systems as evidenced by an ability to collect data by race; collect data by race with increased accuracy and consistency; report timely data collection and submission, etc.	A. Number of improved local-level data collection systems during the reporting period	Short
5d	Antisocial behavior	The number and percent of youth who have exhibited a decrease in antisocial behavior during the reporting period. Self-report or staff rating are the preferred data source. Anti-social behavior: A pervasive pattern of behavior that displays disregard for and violation of the rights of others, societal mores, or the law (such as deceitfulness, irritability, consistent irresponsibility, lack of remorse, failure to conform to social norms).	A. Number of program youth with the noted behavioral change B. Number of youth in the program who received services for this behavior. C. Percent (A/B)	Short
3	NUMBER OF LOCAL AGENCIES REPORTING IMPROVED DATA COLLECTION SYSTEMS	The number of local-level agencies that show improved data collection systems as evidenced by an ability to collect data by race; collect data by race with increased accuracy and consistency; report timely data collection and submission, etc.	A. Number of improved local-level data collection systems during the reporting period	Long
5d	Antisocial behavior	Number and percent of program youth who exhibited a decrease in antisocial behavior 6 months to 1 year after exiting the program. Anti-social behavior: A pervasive pattern of behavior that displays disregard for and violation of the rights of others, societal mores, or the law (such as deceitfulness, irritability, consistent irresponsibility, lack of remorse, failure to conform to social norms).	A. Number of youth defined in B with the noted behavioral change. B. Number of youth who exited the program 6-12 months earlier and received services for this behavior. C. Percent (A/B)	Long
4	Number of minority staff hired	The number of staff of a specific minority group hired during the reporting period.	A. Number of minority staff hired	Short
5a	Substance use	The number & % of program youth who have exhibited a decrease in substance abuse during the reporting period. Self-report or staff rating are most likely data sources. Program obligations will vary by program, but should be a number and percent of program youth who exhibited a decrease in substance abuse 6 months to 1 year after exiting the program.	A. Number of program youth with the noted behavioral change	Short
6	Number and percent of program youth completing program requirements	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 number and percent of program youth who exhibited a decrease in substance abuse 6 months to 1 year after exiting the program.	A. Number of program youth who exited the program having completed program requirements B. Total number of youth who were in the program during the reporting period C. Percent (A/B)	Short
5a	Substance use	Number and percent of program youth who exhibited a decrease in substance abuse 6 months to 1 year after exiting the program. The total number of youth include those who exited successfully or unsuccessfully.	A. Number of youth defined in B with the noted behaviorai change. B. Number of youth who exited the program 6-12 months earlier and received services for this behavior. C. Percent (A/B)	Long
5b	School attendance	The number of program youth who have exhibited an increase in school attendance during the reporting period. Self-report or staff rating are most likely data sources.	A. Number of program youth with the noted behavioral change	Short
7	Number and percent of program families satisfied with program	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. Self-report data collected using program evaluation or assessment forms are the expected data source.	A. Number of program families who report being satisfied with the program B. Total number of program families C. Percent (A/B)	Short
5b	School attendance	Number and percent of program youth who exhibited an increase in school attendance 6 months to 1 year after exiting the program.	A. Number of youth defined in B with the noted behavioral change. B. Number of youth who exited the program 6-12 months earlier and received services for this behavior. C. Percent (A/B)	Long
8	Number and percent of program youth satisfied with program	The number and percent of program youth satisfied with the program in areas such as staff relations and expertise, general	A. Number of program youth who report being satisfied with the program	Short

		program operations, facilities, materials, and service. Self-report data collected using program evaluation or assessment forms are the expected data source.	B. Total number of program youth C. Percent (A/B)	
9	Number and percent of program staff with increased knowledge of program area	The number and percent of program staff who gained a greater knowledge of the 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. Number of program staff trained during the period and returning surveys C. Percent (A/B)	Short
10	Number and percent of non-program personnel with increased knowledge of program area	The number of non-program personnel, such as representatives from law enforcement, courts, referral agencies, or community members who gained a greater knowledge of DMC and DMC-related topics through trainings or other formal learning opportunities. 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 non-program personnel trained during the reporting period who report increased knowledge B. Number of non-program personnel trained during the reporting period and returning surveys C. Percent (A/B)	Short
11	NUMBER OF CONTRIBUTING FACTORS DETERMINED FROM ASSESSMENT STUDIES	Assessment studies are conducted to determine the factors contributing to disproportionality at certain juvenile justice system contact points for certain racial/ethnic minority(ies). Count the number of factors in the family, the educational system, the juvenile justice system, and the socioeconomic conditions determined to have contributed to minority overrepresentation at certain juvenile justice system contact points.	A. Number of contributing factors determined from assessment studies	Short
12	Number of contact points reporting reduction in disproportionality at the state level	Number of contact points reporting significant disproportionality at the state level during the reporting period compared with the last reporting period. Contact points include arrest, referral to juvenile court, diversion, detention, petition filed, found delinquent, probation, secure confinement, and transfer/waiver to adult court.	A. Number of contact points (arrest, referral to juvenile court, diversion, detention, petition filed, found delinquent, probation, secure confinement, and transfer/waiver to adult court) reporting significant disproportionality at the state level during the reporting period.	Long
13	Number of contact points reporting reduction in disproportionality at the local level	Number of contact points reporting significant disproportionality at the local level during the reporting period compared with the last reporting period. Contact points include arrest, referral to juvenile court, diversion, detention, petition filed, found delinquent, probation, secure confinement, and	A. Number of contact points (arrest, referral to juvenile court, diversion, detention, petition filed, found delinquent, probation, secure confinement, and transfer/waiver to adult court) reporting significant disproportionality at the local level during the reporting period.	Long

		transfer/waiver to adult court.		
14	NUMBER AND PERCENT OF RECOMMENDATIONS FROM ASSESSMENT STUDIES IMPLEMENTED	Assessment studies contain multiple recommendations. Count the total number of those chosen for implementation.	A. Number of recommendations chosen for implementation B. Number of recommendations made C. Percent (A/B)	Long

#	Outcome Measure	Definition	Reporting Format	Reporting Term
1	Number and percent of program youth who offend during the reporting period	The number and percent of participating program youth who were arrested or seen at a juvenile court **for a delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses. *Ideally this number should be all youth served by the program during this reporting period.* Ex. If I am serving 100 youth in my program, A would be 100. If I am following up with 50 of them, B would be 50. Of these 50 program youth I'm tracking, if 25 of them were arrested or had a delinquent offense during this reporting period, then C would be 25.	H. Total number of program youth served I. Number of program youth tracked during this reporting period J. Of B, number of program youth who had an arrest or delinquent offense during this reporting period K. Number of program youth who were recommitted to a juvenile facility during this reporting period L. Number of program youth who were sentenced to adult prison during this reporting period M. Number of youth who received another sentence during this reporting period N. Percent offending (C/B)	Short
1	Number and percent of program youth who offend during the reporting period (Long Term)	The number and percent of participating program youth who were arrested or seen at a juvenile court **for a delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source. The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses 6-12 months after exiting the program. Ex. I have a lot of youth who exited my program 6-12 months ago, but we are only tracking 100 of them, so A is 100. Of these 100 program youth that exited the program 6-12 months ago 65 had a new arrest or delinquent offense during this reporting period, so B is 65.	G. Number of program youth who exited the program 6-12 months ago that you are tracking H. Of A, the number of program youth who had an arrest or delinquent offense during this reporting period I. Number of program youth who were recommitted to a juvenile facility during this reporting period J. Number of program youth who were sentenced to adult prison during this reporting period K. Number of youth who received another sentence during this reporting period L. Percent of Long Term offending (B/A)	Long

2	Number and percent of program youth who re-offend during the reporting period	The number and percent of participating program youth who were arrested or seen at a juvenile court **for a new delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source.	A. Number of program youth tracked during this reporting period B. Of A, the number of program youth who had a new arrest or delinquent offense during this reporting period C. Percent (A/B)	Long
3	NUMBER OF LOCAL AGENCIES REPORTING IMPROVED DATA COLLECTION SYSTEMS	The number of local-level agencies that show improved data collection systems as evidenced by an ability to collect data by race, collect data by race with increased accuracy and consistency, report timely data collection and submission, etc. during the reporting period. Data improvement project files are the preferred data source.	A. Number of improved local-level data collection systems during the reporting period	Short
3	NUMBER OF LOCAL AGENCIES REPORTING IMPROVED DATA COLLECTION SYSTEMS	The number of local-level agencies that show improved data collection systems as evidenced by an ability to collect data by race, collect data by race with increased accuracy and consistency, report timely data collection and submission, etc. during the reporting period. Data improvement project files are the preferred data source.	A. Number of improved local-level data collection systems during the reporting period	Long
1	Number and percent of program youth who re-offend during the reporting period	The number and percent of participating program youth who were arrested or seen at a juvenile court **for a new delinquent offense** during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source.	A. Number of program youth tracked during this reporting period B. Of A, the number of program youth who had a new arrest or delinquent offense during this reporting period C. Percent (A/B)	Long
4	Number of minority staff hired	The number of staff of a specific minority group hired during the reporting period.	A. Number of minority staff hired	Short
5a	Substance use	The number and percent of program youth who have exhibited a decrease in substance abuse during the reporting period. Self-report or staff rating are most likely data sources.	A. Number of program youth with the noted behavioral change B. Number of youth in the program who received services for this behavior C. Percent (A/B)	Short
5a	Substance use	The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses 6-12 months after exiting the program.	A. Number of youth defined in B with the noted behavioral change B. Number of youth who exited the program 6-12 months earlier and received services for this behavior. C. Percent (A/B)	Long
5b	School attendance	Number and percent of program youth who exhibited an increase in school attendance 6 months to 1 year after exiting the program. Ex. I have a lot of youth who exited my program 6-12 months ago, but we are only tracking 100 of them, so A is 100. Of these 100 program youth that exited the program 6-12 months ago 65 had a new arrest or delinquent offense during this reporting period, so B is 65.	A. Number of program youth with the noted behavioral change B. Number of youth in the program who received services for this behavior. C. Percent (A/B)	Short
2	Number of state agencies reporting improved data collection systems	The number of state-level agencies that show improved data collection systems as evidenced by an ability to collect data by race, collect data by race with increased accuracy and consistency, report timely data collection and submission, etc. during the reporting period. Data improvement project files are the preferred data source.	A. Number of improved state-level data collection systems during the reporting period	Short
5b	School attendance	Number and percent of program youth who exhibited an increase in school attendance 6 months to 1 year after exiting the program	A. Number of youth defined in B with the noted behavioral change. B. Number of youth who exited the program 6-12 months earlier and received services for this behavior. C. Percent (A/B)	Long

5c	Family relationships	Number and percent of program youth who exhibited an improvement in family relationships during the reporting period. Self-report, staff rating are most likely data sources.	A. Number of program youth with the noted behavioral change B. Number of youth in the program who received services for this behavior. C. Percent (A/B)	Short
5c	Family relationships	Number and percent of program youth who exhibited an improvement in family relationships 6 months to 1 year after exiting the program.	A. Number of youth defined in B with the noted behavioral change. B. Number of youth who exited the program 6-12 months earlier and received services for this behavior. C. Percent (A/B)	Long
5d	Antisocial behavior	The number and percent of youth who have exhibited a decrease in antisocial behavior during the reporting period. Self-report or staff ratings are the preferred data source. Anti-social behavior: A pervasive pattern of behavior that displays disregard for and violation of the rights of others, societal mores, or the law (such as deceitfulness, irritability, consistent irresponsibility, lack of remorse, failure to conform to social norms).	A. Number of program youth with the noted behavioral change B. Number of youth in the program who received services for this behavior. C. Percent (A/B)	Short
5d	Antisocial behavior	Number and percent of program youth who exhibited a decrease in antisocial behavior 6 months to 1 year after exiting the program. Anti-social behavior: A pervasive pattern of behavior that displays disregard for and violation of the rights of others, societal mores, or the law (such as deceitfulness, irritability, consistent irresponsibility, lack of remorse, failure to conform to social norms).	A. Number of youth defined in B with the noted behavioral change. B. Number of youth who exited the program 6-12 months earlier and received services for this behavior. C. Percent (A/B)	Long
6	Number and percent of program youth completing program requirements	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 include those who exited successfully or unsuccessfully.	A. Number of program youth who exited the program having completed program requirements B. Total number of youth who were in the program during the reporting period C. Percent (A/B)	Short
7	Number and percent of program families satisfied with program	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. Self-report data collected using program evaluation or assessment forms are the expected data source.	A. Number of program families who report being satisfied with the program B. Total number of program families C. Percent (A/B)	Short
8	Number and percent of program youth satisfied with program	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	A. Number of program youth who report being satisfied with the program B. Total number of program youth	Short

14	NUMBER AND PERCENT OF RECOMMENDATIONS FROM ASSESSMENT STUDIES IMPLEMENTED	Assessment studies are conducted to assess the impact of multiple recommendations. Count the total number of those chosen for implementation. Self-report data collected using program evaluation or assessment forms are the expected data source.	A. Number of recommendations chosen for implementation B. Number of recommendations made C. Percent (A/B)	Long
9	Number and percent of program staff with increased knowledge of program area	The number and percent of program staff who gained a greater knowledge of the 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. Number of program staff trained during the period and returning surveys C. Percent (A/B)	Short
10	Number and percent of non-program personnel with increased knowledge of program area	The number of non-program personnel, such as representatives from law enforcement, courts, referral agencies, or community members who gained a greater knowledge of DMC and DMC-related topics through trainings or other formal learning opportunities. 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 non-program personnel trained during the reporting period who report increased knowledge B. Number of non-program personnel trained during the reporting period and returning surveys C. Percent (A/B)	Short
11	NUMBER OF CONTRIBUTING FACTORS DETERMINED FROM ASSESSMENT STUDIES	Assessment studies are conducted to determine the factors contributing to disproportionality at certain juvenile justice system contact points for certain racial/ethnic minority(ies). Count the number of factors in the family, the educational system, the juvenile justice system, and the socioeconomic conditions determined to have contributed to minority overrepresentation at certain juvenile justice system contact points.	A. Number of contributing factors determined from assessment studies	Short
12	Number of contact points reporting reduction in disproportionality at the state level	Number of contact points reporting significant disproportionality at the state level during the reporting period compared with the last reporting period. Contact points include arrest, referral to juvenile court, diversion, detention, petition filed, found delinquent, probation, secure confinement, and transfer/waiver to adult court.	A. Number of contact points (arrest, referral to juvenile court, diversion, detention, petition filed, found delinquent, probation, secure confinement, and transfer/waiver to adult court) reporting significant disproportionality at the state level during the reporting period.	Long
13	Number of contact points reporting reduction in disproportionality at the local level	Number of contact points reporting significant disproportionality at the local level during the reporting period compared with the last reporting period. Contact points include arrest, referral to juvenile court, diversion, detention, petition filed, found delinquent, probation, secure confinement, and transfer/waiver to adult court.	A. Number of contact points (arrest, referral to juvenile court, diversion, detention, petition filed, found delinquent, probation, secure confinement, and transfer/waiver to adult court) reporting significant disproportionality at the local level during the reporting period.	Long

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
BOLD	= Mandatory measure
*	= Mandatory for intervention programs only
**	= Mandatory for prevention programs only
+	= Mandatory only if applicable (if not applicable, choose a different measure)

APPENDIX D

Sample Detention Alternative Programs

Alternatives to Juvenile Pre-trial Detention

Home or Community Detention

- **Program Generally**
    - these programs started in the late 1970s
    - either public employees or community-based non-profit agencies run these programs
- **Program Elements**
    - many programs enter into a written agreement between the youth and his parents to establish clear behavioral expectations
        - these contracts clarify where the youth may go and expectations for school and employment
        - the responsibilities of the parent are also outlined
    - many program use electronic monitoring in 1 of 2 situations:
        - as a more restrictive option for youth who have failed to comply with standard program rules (this should be in addition to face-to-face contacts – not in their place); or
    - as a means to release youth who might not otherwise meet routine program eligibility criteria
- **Target Population**
    - youth who can safely reside in their own homes or with relatives
    - the youth observe a weekday curfew (e.g., 6:00 p.m.) and must restrict their movement outside of home to pre-approved activities (including location & time of these activities)
- **Staff**
    - home detention staff provides frequent, random, unannounced face-to-face community supervision to monitor youth's behavior
    - staff keeps in contact with the youth through frequent telephone calls
    - a violation does not necessarily result in return to secured detention – staff first considers increased supervision
- **Capacity**
    - the capacity varies depending on the program, but the average capacity is just under 200 youth
- **Length of Stay**
    - this varies depending on the program, but the average length of stay is between 30 and 45 days
- **Cost**
    - they are more cost-efficient than secure detention – on average $10 per day per youth
- **Successful Completion Rate**
    - they have remarkable success rates: 90% - 95% make all of their court appearances and remain arrest-free
- **Sample Location: Multnomah County**
- **Program Generally**
- all youth are started at the same contact levels, but alters supervision levels weekly depending on compliance with the program (i.e., a youth's curfew may be eased or he may be able to attend a special activity)
    - **Staff**
        - hourly workers from Volunteers of America work with the detention program
    - **Program Elements**
        - <u>Week 1</u>
            - 4 calls per day from the youth

- 2 face-to-face daily
- 2 face-to-face curfew checks a week
- 5 curfew phone checks

- Week 2
  - 3 calls per day from the youth
  - 1 face-to-face daily
  - 2 curfew checks a week
- Week 3
  - 2 calls per day from the youth
  - 3 face-to-face contacts a week
- Week 4
  - 1 call per day from the youth
  - 2 face-to-face contacts a week

- **Sample Location: Sacramento County**
  - **Staff**
    - the probation department operates this program
  - **Program Elements**
    - the officers conduct unannounced home and school visits, make collateral contacts and install electronic monitoring devices when needed
  - **Capacity**
    - 160 youth are supervised daily
  - **Cost**
    - daily costs for supervision is approximately $16 per youth
- **Sample Location: Cook County**
  - **Staff**
    - probation staff operate this program
    - each team of probation officers (2 officers make up a team) is responsible for 25 cases
  - **Program Elements**
    - at least 3 weekly face-to-face contacts in youth's home
    - random telephone conversations
    - youth restricted to home except for school and church and other approved activities
    - collateral contacts to check on school attendance and other activities
    - electronic monitoring as needed
    - the parent must be willing and cooperative
  - **Target Population**
    - secure detention-eligible youths with no more than 1 outstanding arrest warrant and no previous failures on home confinement
    - willing and cooperative parent
  - **Length of Stay**
    - the length of stay in program is generally 30 – 45 days
  - **Cost**
    - daily costs for supervision is approximately $10 per youth

  Capacity
    - the program has a capacity of 225 youths
    - on average, between 180 and 200 youths make up the average daily population
  - **Successful Completion Rate**
    - 91% of participants remain arrest-free and make their court hearings during their time in the program

- **Sample Location: Philadelphia Youth Advocate Program**
    - **Staff**
        - non-profit, private agency trains community residents to operate this program
        - a staff member supervises no more than 4 youth at a time
    - **Program Elements**
        - 15 – 30 hours a week of face-to-face supervision in the community
        - youths are referred to recreational, educational, and vocational opportunities in the community
        - daily checks on school attendance and curfews
        - electronic monitoring as needed
        - staff accompany all youth to court appearances
    - **Target Population**
        - secure detention-eligible youths referred by court
    - **Cost**
        - 15 supervised hours a week costs $225 per week, per youth
        - 30 supervised hours a week costs $325 per week, per youth
    - **Successful Completion Rate**
        - 92% of participants remain arrest-free and make their court hearings during their time in the program

Day and Evening Reporting Centers

- **Program Generally**
    - non-secure community programs that provide 6 to 12 hours of daily supervision and structured activities for youth
    - these youth require more intensive oversight than an in-home program can provide because they are often not enrolled in school at the time of their release from detention
    - the community is protected by the center's intensive daily supervision of each youth
    - electronic monitoring is used as needed
- **Length of Stay**
    - the length of stay for youths is approximately 30 days
- **Cost**
    - the cost for supervision is between $32 and $35
- **Sample Location: Broward County, FL**
    - **Program Generally**
        - day reporting is used in conjunction with non-secure residential placements
        - youth participate in educational and recreational programming at the day reporting center that could not be offered at their group home
- **Sample Location: Cook County**
    - **Program Generally**
        - this county created a system of evening reporting centers that provide structure and supervision for youth between 3:00 P.M. and 9:00 P.M.
        - over 60% of the referrals to the evening reporting centers would have been sent to secure detention if the evening reporting centers did not exist
    - **Program Elements**
        - 6 hours of daily supervision, tutoring, counseling and recreation
        - curfew checks
        - evening meals and transportation home
        - youths are referred for additional recreational, educational, and vocational

opportunities in the community
  - collateral checks on school attendance and school work
  - program supervision can be enhanced by linking participants to home confinement program and/or electronic monitoring
- **Target Population**
  - secure detention-eligible youths
  - chronic VOPs
- **Staff**
  - non-profit, community-based service organizations train community staff
  - each staff member supervises no more than 5 youth
- **Length of Stay**
  - the length of stay for youths is approximately 21 – 30 days
- **Cost**
  - the cost for supervision is $33 per youth per day
- **Successful Completion Rate**
  - 90% of youth make their court hearings, remain arrest-free while in the program

Residential Alternatives

- **Program Generally – Shelter Program**
    - a non-secure residential facility staffed to provide time-limited housing
    - this alternative provides age-specific services including education, recreation, tutoring, and life skill training
    - some students attend education at the shelter whereas others attend public school
    - shelters are staffed to handle emergency medical situations
- **Target Population**
    - this is for youth who need 24-hour supervision to be considered for release from secure detention
- **Staff**
    - youth are supervised by staff 24 hours a day, 7 days a week – staff must report even when shelter population is low and should represent the ethnic diversity of the shelter's population
- **Length of Stay**
    - the length of time in a shelter generally does not exceed 30 days
- **Cost**
    - the cost is $90 - $130 per youth, per day
- **Sample Location: New York**
    - **Program Generally**
        - it is the most restrictive detention alternative within the detention continuum
    - **Target Population**
        - this program is directed towards higher risk youth
    - **Staff**
        - requires a minimum direct staffing ratio of 1 staff per 6 youth
        - an on-site director and case manager must always be on site
- **Sample Location: Cook County**
    - **Program Generally**
        - many youth stay in the shelter while they await a slot in non-secure residential treatment alternative
    - **Program elements**
        - 24-hour residential supervision
        - educational instruction
        - independent living skills
        - individual and group counseling
        - transportation to court & other required appointments
        - probation outreach to arrange return to parental custody
    - **Target Population**
        - lower risk youth for whom no family member has been identified or is available
        - youth designated by judicial order as "release upon request"
    - **Staff**
        - non-profit community-based agency trains professional and non-professional staff
    - **Capacity**
        - this program holds up to 20 youths
    - **Length of Stay**
        - a youth's stay does not exceed 30 days and is generally only a few days
- **Sample Location: Sacramento County**
    - **Program Generally**

- rather than developing a separate shelter, this program contracts with existing group care providers to reserve beds for youth
- a downside is that mixing pre-trial youth with another client population does not work too well because the existing program is not equipped to handle the challenges these youth present

- **Cost**
  - this is cost-efficient and administratively convenient because they avoid start-up costs and early-program dilemmas

Foster Care

- **Program Generally**
  - foster care is used to supplement the non-secure residential program
  - foster parents are given special training about youth referred by the juvenile justice system and have access to staff resources for help
- **Target Population**
  - this program targets younger children, girls, lower-risk cases, and other youth who are not suitable for a group care facility
  - younger children in particular are better suited for foster care
- **Sample Location: Multnomah County**
  - this program contracts with the Boys and Girls' Society, a private child care agency, for individualized host home slots, paying on an as-used basis