

JUVENILE BOOT CAMPS, JUVENILE DETENTION CENTERS AND PROBATION:
A COMPARISON OF EFFECTIVENESS FROM THE PERSONNEL'S PERSPECTIVE

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Juvenile Boot Camps versus Juvenile Detention Centers and Probation: A Comparison of Effectiveness from the Personnel's Perspective

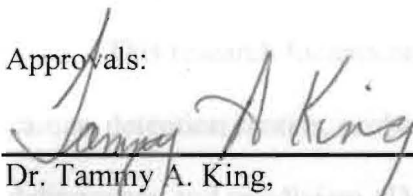
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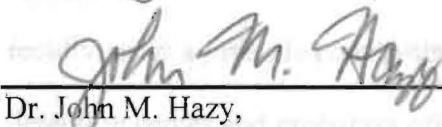
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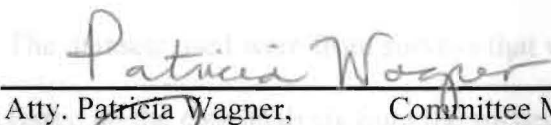
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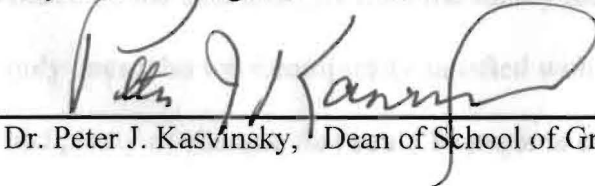

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ABSTRACT

Juveniles have always committed a wide range of criminal/delinquent offenses. There are juveniles who have committed status offenses such as truancy or running away and there are juveniles who have committed harsher offenses such as rape or murder. In the past, the more common offenses committed by juveniles consisted of property crimes or drug offenses (OJJDP, 2007a,b). Today, juveniles have shifted their focus to more heinous acts such as aggravated assaults and domestic violence (OJJDP, 2007a,b). In response to the increase in, and harshness of, delinquent acts committed by juveniles, the juvenile justice system has created more ways of correcting delinquent behavior. An increase in juvenile research has also occurred.

This research focuses on three specific alternative sentencing options (boot camps, detention centers, probation) and their effectiveness in reducing juvenile delinquency and recidivism. Delinquency is a juvenile committing a crime whereas recidivism is a juvenile committing another crime. The data were collected from a detention center and probation office in Ohio, as well as a boot camp located in Indiana. The datasets used were from surveys that were sent to each of the facilities listed above. Based on the data analysis from the survey instruments, boot camp participants were the only ones who were completely satisfied with their facility. All three facilities, however, had plenty of changes that could be made in order to improve on their effectiveness to reduce juvenile delinquency. Most of those changes consisted of adding more staff, changing or adding more programs, less juvenile population, more discipline, and more education.

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Chapter 1

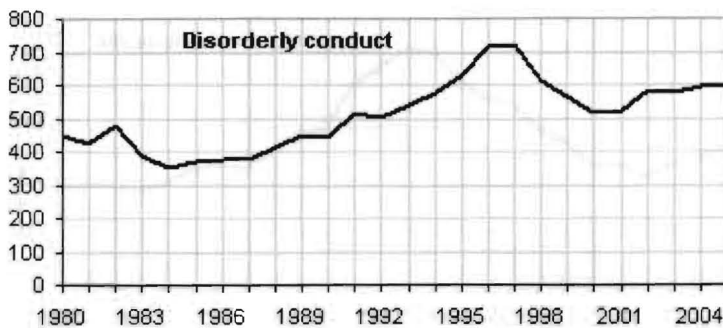
INTRODUCTION

Juveniles have always committed a wide range of offenses. There are juveniles who commit status offenses, like truancy or running away, and there are juveniles who commit harsher offenses such as rape or murder. In the past, the more common offenses committed by juveniles consisted of property crimes or drug offenses (OJJDP, 2007a,b). Today, juveniles are engaging in more heinous crimes such as aggravated assaults and domestic violence (OJJDP, 2007a,b). In response to the increase in, and harshness of crimes committed by juveniles, the juvenile justice system has created more ways of correcting delinquent behavior (Siegel and Senna, 2005). Some of the options available for juveniles consist of probation, boot camps, detention centers, and incarceration in long term holding facilities.

Prior to the 1980's, the rate of juvenile delinquency was increasing rapidly. This increase caused great concern as the number of incarcerated youth skyrocketed. After 1980 there has been a steady decrease in the rates of juvenile delinquency (OJJDP, 2007). Despite the overall decrease, there have been some increases in certain offense types. According to the Office of Juvenile Justice and Delinquency Prevention (2007f), the arrest rates for disorderly conduct for juveniles more than doubled between the years of 1984 and 1997, afterwards declining about 29 percent by the new millennium. Over the next five years the rates slowly increase; by there were about 600 arrests per 100,000 juveniles. (See Figure 1)

Figure 1

Juvenile Arrest Rates for Disorderly Conduct
Arrests per 100,000 juveniles ages 10-17, 1980-2005

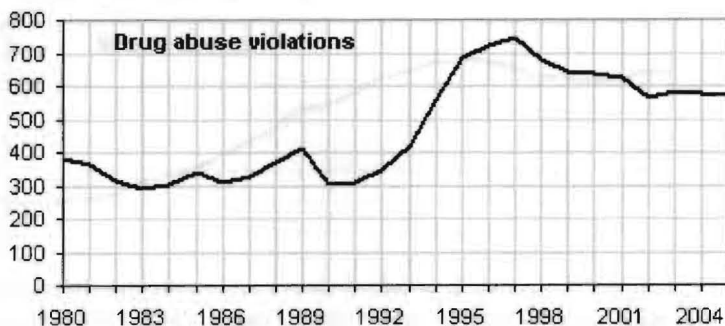


(OJJDP, 2007f)

Drug abuse violations are still almost double than what they were in the 1990's (OJJDP, 2007e).

Figure 2

Juvenile Arrest Rates for Drug Abuse Violations
Arrests per 100,000 juveniles ages 10-17, 1980-2005



(OJJDP, 2007e)

Weapons laws violations for juveniles increased 140 percent over a 13-year period during the 1980s and into the early 1990s. Afterwards, the rate decreased just as drastically until it was just above 100 arrests per 100,000 juveniles (See Figure 3). Nonetheless, it was back up 27 percent over the next three years (OJJDP, 2007d).

Figure 3

Juvenile Arrest Rates for Weapons Laws Violations
Arrests per 100,000 juveniles ages 10-17, 1980-2005

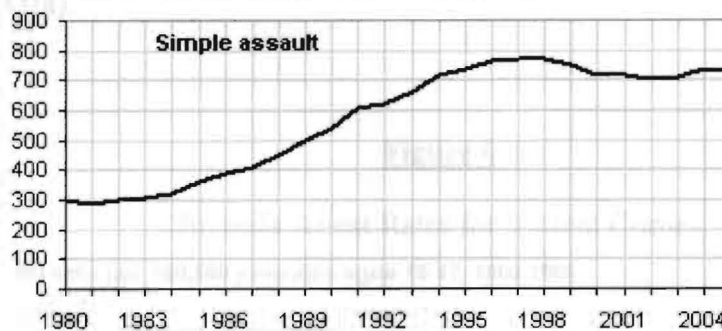


(OJJDP, 2007d)

The statistics for simple assault are identical to those of the weapons law violations, with the exception that they have not declined (See Figure 4).

Figure 4

Juvenile Arrest Rates for Simple Assault
Arrests per 100,000 juveniles ages 10-17, 1980-2005



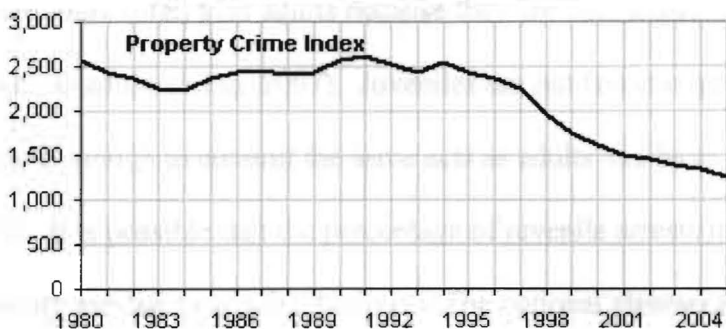
(OJJDP, 2007c)

By looking at Figures 5, 6, and 7, it illustrates that juveniles of today's society are starting to wean away from the property crimes and are committing more serious, violent crimes. Another theory is that juvenile delinquents are committing more violent crimes on top of their normal property crimes (King, 2007). It is important to keep in mind that the most serious crime is the only one recorded once someone is arrested or detained for committing a crime or delinquent act.

Figure 5

Juvenile Arrest Rates for Property Crimes

Arrests per 100,000 juveniles ages 10-17, 1980-2005



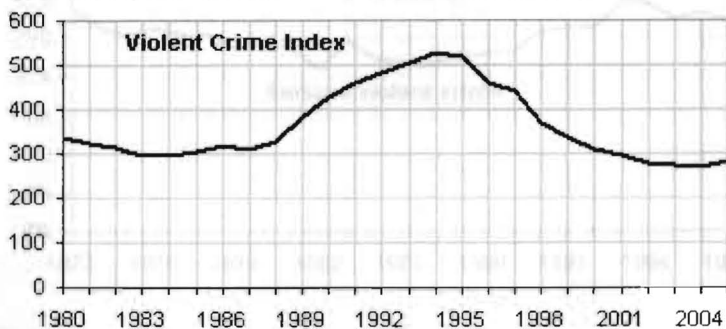
(OJJDP, 2007b)

The arrest for violent delinquent acts is on a slow increase with only a five percent difference between the years 2004 and 2005. After a historical lull the previous years, the increase has the potential to become another high violent crime wave for juvenile (OJJDP, 2007a).

Figure 6

Juvenile Arrest Rates for Violent Crimes

Arrests per 100,000 juveniles ages 10-17, 1980-2005



(OJJDP, 2007a)

To bring this prediction into perspective, “on average, juvenile were involved in one-quarter of serious violent victimizations annually over the last 25 years” (OJJDP, 1999,

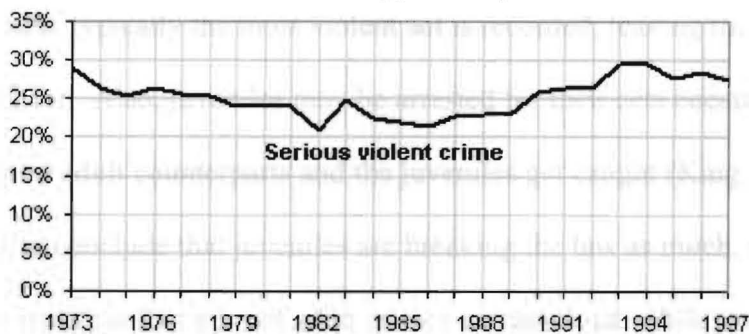
p.2). On one hand, this figure makes it seem as though juveniles are committing a large portion of violent offenses, gaining on the adult portions and perhaps surpassing it in the distant future. On the other hand, official data is based on known arrest. Juveniles tend to get arrested more often than adults because they are not “smart” enough to get away with their acts as adults (King, 2007). Juveniles are not fast enough, strong enough, or knowledgeable enough to commit the same acts as adults and have the same results (King, 2007). It is possible that the percentage of juvenile arrests may seem larger than what they really are due to unsolved crimes. The national clearance rate is approximately 20 percent for index crimes: homicide, rape, robbery, theft, burglary, auto theft, arson, and assault. Of that 20 percent, approximately 12 percent involved juvenile offenders (Federal Bureau of Investigation, n.d.).

Figure 7

Serious Violent Crime Rate involving Juveniles as the Perpetrator

*Chart only includes the following delinquent acts: rape, other sexual assaults, robbery, and aggravating assault

Percent of victimizations involving juveniles, 1973-1997



(OJJDP, 1999)*

Once again, juveniles are starting to become increasingly active in drug usage and violent acts. To address this increase, society is incarcerating our juveniles in facilities

where they may learn to become better delinquents (Siegel and Senna, 2005). This research project evaluates three alternative sentencing options available for treating these youth: boot camp, detention center, and probation. These alternative sentencing options are to be evaluated on what works in their facility/department, and what modifications need to be made in order to treat violent offenders. The evaluation of effectiveness will be based off of how the facility/department treats their juveniles in accordance with their mission statement. Prior to an evaluation on the effectiveness of the treatment options available for delinquents, a review of the terminology is needed (See Chapter 2).

SUMMARY

In this chapter, statistics were provided to show the increase, as well as the decrease, in some juvenile delinquency areas. From the figures presented, it appears as though juveniles are moving away from property acts in which they engaged in the past, and are now moving towards the more violent acts, such as assault. However, as mentioned before, these statistics can be misleading. If a child commits multiple delinquent acts, typically the most violent act is recorded, leaving the other lesser acts unaccounted for. Also, juveniles may be arrested for their acts because they are not as skillful as their adult counterparts and the juveniles get caught (King, 2007). This would lead society to conclude that juveniles are breaking the law as much, if not more so, than adults. The reality is that a lot of adult crimes are unsolved, while juvenile delinquent acts are less likely to be. Case in point, in 2004, there were roughly almost 14 million arrests in the United States. Of those 14 million arrests, only 2.2 million arrests were juveniles (FBI, 2006; OJJDP, 2006).

In the next chapter, a literature review on juvenile boot camps, detention centers, and probation will be presented, as well as a brief history of each facility and the juvenile justice system. The contribution of this research to the justice system will also be discussed. Chapter Three will contain the research questions, hypotheses, and methods of this study. Chapter Four will hold the findings from this study as well as define the variables used. Finally, Chapter Five will contain the discussion section of this research.

Chapter 2

LITERATURE REVIEW

Each profession/discipline in society has its own unique jargon to define the key terms that make up their foundations. In this section, the terms delinquency, minor, status offense, adjudicated delinquents, and rehabilitation will all be defined. After those definitions, the definition of three different diversion programs from long term incarceration will be given.

Delinquency is defined by Elrod and Ryder (1999) as “behaviors that are prohibited by the family or juvenile code of the state and that subject minors (i.e. persons not legally adults) to the jurisdiction of the juvenile court” (p. 3). They continue to define the behaviors as being, “behaviors that would be defined as criminal offenses if committed by adults...and behaviors that are only prohibited for minors, which are called status offenses” (p. 3). A status offense/offender is a “behavior that is only a crime for children, such as truancy, incorrigibility, running way, and idleness” (Regoli and Hewitt, 2000, p. 16-17). An adjudicated delinquent is a juvenile who has committed an act that is considered a crime, regardless of the person’s age (i.e. murder, rape, domestic violence, assault, etc.) (del Carmen and Trulson, 2006). A minor is defined as anyone under the statutory age limit, most commonly 17 or 18 years old (Siegel, et al, 2006) although this definition can vary from state to state. In some states, a juvenile can be tried as an adult well below the age of 18 if the crime is heinous, or if the juvenile is deemed untreatable in the juvenile justice system. Finally, rehabilitation is defined as “the process of

restoring an individual's ability to play a constructive role in society through education, training, or therapy (Regoli and Hewitt, 1999).

In order to reduce delinquent behavior, various options are utilized. Detention centers were designed to house juveniles while they awaited trial, placement, or transfer to another facility. They are the equivalent to adult jails in most jurisdictions. While detention centers still house juveniles on a temporary basis, some are now designed to house juveniles as a sentencing option as well (Elrod and Ryder, 1999, p. 296). The goal of a detention center is to remove the juvenile from society for a short period of time, while also enforcing education and authority.

Another option used with juvenile delinquents is the boot camp. Like military boot camps, juvenile boot camps are designed to focus on training and discipline. Their goal is to shock the delinquent into deterrence (Elrod and Ryder, 1999). Juvenile boot camps are often run by "drill instructors and other staff with military backgrounds" with the help of teachers and case managers (Elrod and Ryder, 1999, p. 313). Juvenile boot camps have been around since the 1980s and are used as a way to alleviate some of the overcrowding in detention centers. They were originally designed to treat minor offenders that would normally have been sent to a detention center. If a child was deemed untreatable in a detention center, they were sent to a juvenile state facility. Juvenile state facilities are in charge of handling and housing delinquents who committed felonious acts. They are the equivalent of adult state prisons.

A commonly used alternative to detainment is probation. Probation can be defined as "a type of sentence where a convicted offender is allowed to remain free in the community, subject to court-imposed conditions and under the supervision of a probation

officer” (del Carmen and Trulson, 2006, p. 303). The goal of probation is to allow the offender to remain in society while still being rehabilitated and sanctioned for his/her behavior. According to Regoli and Hewitt (2000), “probation is usually available for every offender, regardless of the offense, and most states provide probation as a disposition alternative. Approximately 60 percent of all adjudicated delinquents in the juvenile justice system receive probation” (p. 427). In many instances, probation lessens the stigmatization of being delinquent because the juveniles are still functioning in society.

HISTORY

In order to determine which program (probation, boot camp, or detention) is better at reducing delinquency or lowering recidivism, it is important to study the history of our juvenile justice system and how the system evolved. In the early 1800s there were two major milestones that began changing how children were viewed and treated by society. The first milestone was called the Child-Saving movement, which gave the government the right to commit juveniles who threatened the “moral fabric of society,” as well as the children who were being abused, to specialized institutions. Prior to the Child-Saving movement, society viewed children as property, rather than human beings. If the child committed a delinquent act they were put into the adult system and into adult institutions. This neglect and harsh treatment of the children brought about the Child-Saving movement (Siegel, et al., 2006, 367).

Women were the primary caretakers of children during the Child-Saving movement because they were seen as natural nurturers. They fought to find a way to

change and nurture the delinquents that were wreaking havoc on society (Weis, et al, 2001). In the beginning of our juvenile justice system, the practitioners not only sought to save those who had committed delinquent acts, but also those who were the victims of abuse and neglect.

The people involved in the Child Savers organization believed that children were born good, and then became bad once they entered into a bad environment. "Juvenile delinquency was the result of exposing good children to environmental and structural factors beyond their control, such as poverty, overcrowding, immigration, and lack of parental guidance" (Regoli and Hewitt, 2000, pp. 11). The Child Savers had a plan to fix the problem of delinquency. They believed that delinquency would solve itself as long as children were removed from "bad" homes and then placed in "good" environments (Regoli and Hewitt, 2000). In doing so, however, children were seen more as property and things instead of people. Once they were taken from their home, they were relocated into "factories, almshouses/poorhouses, orphanages, and houses of refuge, where they were treated inhumanely, with no attention given to their individual needs" (Regoli and Hewitt, 2000, pp. 11-2). There were a lot of places that used this movement as a cover to establish institutions that turned "unwanted" children into indentured servants (Regoli and Hewitt, 2000).

The second milestone was the House of Refuge. During the Child-Saving movement the Quakers established the House of Refuge. The first House of Refuge opened in New York in 1825. This second movement, placing youth in institutions, was first designed to save juveniles from a life of crime, but quickly changed to saving society from the children. The House of Refuge would house juveniles who were found guilty of

committing vagrancy and petty crimes. Once committed to the House of Refuge, the juvenile was there until they were deemed rehabilitated or until adulthood, whichever one came first (Siegel, et al., 2006; Regoli and Hewitt, 2000). Rehabilitation came in the form of repentance and punishment. According to Regoli and Hewitt (2000), “children accused of crimes were not only to be persuaded of the error of their ways; they were also to suffer for them. Amends in the form of punishment provided the most convenient method of conversion” (p. 13). Childhood misbehavior was being “viewed as a problem that called for punishment” (Regoli and Hewitt, 2000, p. 15).

Towards the latter part of the century juvenile institutions, or reform schools, were opened in the following states: Massachusetts, New York, Ohio, Maine, Rhode Island, and Michigan. While most societies were placing their children into Houses of Refuge, juvenile institutions, and/or reform schools, social reformers were still looking for new solutions to help alleviate the juvenile delinquency problem. As a result, the first independent juvenile court system was created in 1899 in Cook County, Illinois (Siegel, et al, 2006).

By 1925, almost every jurisdiction had a juvenile court. The roles of the judge and probation staff during the early court days were to diagnose the condition of the juvenile and then commit him or her to the appropriate program to “fix” the deviant behavior (Siegel, et al., 2006). Juveniles had few to no rights while in the juvenile justice system during this time. It was not until the court cases of *Kent v. United States* (1966), *In re Gault* (1967), *In re Winship* (1970), and *McKeiver v. Pennsylvania* (1971) that juveniles finally received rights during their time in the juvenile court system.

As a result of the court case, *Kent v. United States* (1966), juveniles were given the right to due process during transfer proceedings. Transfer proceedings occur when a juvenile's case is waived (transferred) from the juvenile court system to the adult court system (*Kent v. United States*, 383 U.S. 541 (1966)). A year later in the court case, *In re Gault* (1967), it was established that juveniles have the right to due process under the 14th Amendment during adjudicatory hearings. Adjudicatory hearings are proceedings in which it is determined whether or not the juvenile committed the act that he/she is accused of doing (*In re Gault*, 387 U.S. 1 (1967)). *In re Gault* (1967) allowed juveniles to have an attorney present, to confront witnesses, and to protect themselves from self-incrimination during their adjudicatory hearing.

The expansion of juvenile rights continued. In the court case, *In re Winship* (1970), it was established that "proof beyond a reasonable doubt is necessary in the adjudicatory phase of a juvenile [delinquency] hearing" (*In re Winship*, 397 U.S. 358 (1970)). During juvenile adjudicatory hearings, a preponderance of evidence is needed for status offenses while proof beyond reasonable doubt is needed for delinquent offenses (*In re Winship*, 397 U.S. 358 (1970)). *McKeiver v. Pennsylvania* (1971) found that a jury trial is not constitutionally required during the time of a juvenile hearing; yet individual states are allowed to permit them if they wish (*McKeiver v. Pennsylvania*, 403 U.S. 528 (1971)). Finally, the Juvenile Justice and Delinquency Prevention Act of 1974 restricted all juveniles from being housed in adult prisons. Any failure to follow the guidelines set out in the Act would cause states to lose any and all federal funding (Siegel, et al., 2006).

Once officials were not allowed to house juveniles in adult institutions, they had to figure out where to put them. This is when juvenile state institutions really became

popular and overcrowded (del Carmen and Trulson, 2006). A state institution for a juvenile is the equivalent of an adult prison. The length of stay, security level, treatments used, place of confinement, and time of release from a state institution may vary from state to state. In some states, these factors may be determined by the agency that runs the state institution. In other states, these factors may be determined by the juvenile court judge (Siegel and Senna, 2005).

Juveniles that were not placed on probation were sent to state institutions. Shortly after the Juvenile Justice and Delinquency Prevention Act removed juveniles from adult institutions, the juvenile institutions started to become very overcrowded and dangerous (Siegel and Senna, 2005). Sanitation and violence were constant issues in these facilities and alternative sentencing options were needed.

Three alternative sentencing to state institution options that were more widely used were detention centers, boot camps, and probation. The main reason why alternative sentencing options were researched is that “many believed that large institutions...only produce more sophisticated criminals. This dilemma has produced a number of efforts to remove youths from juvenile facilities and replace large institutions with smaller, community-based facilities” (Siegel and Senna, 2005, pp. 596). Siegel and Senna continue on to say that “many experts still recommend more treatment and less incarceration for juvenile offenders” (pp. 596). Another reason why officials were looking to these alternative sentencing options was the cost to house a juvenile. The estimated cost per juvenile in a boot camp is \$6,241. The estimated cost per juvenile on probation is only \$516. The estimated cost to house a juvenile in a state institution (either detention center or juvenile prison) is \$11,616 (Regoli and Hewitt, 2000).

Probation is by far the most cost effective treatment program and each of these programs puts a strong emphasis on education and treatment. The first alternative sentencing option to state institutions is the detention center.

Alternative to State Facilities: Detention Centers

The Juvenile Justice and Delinquency Prevention Act also places limitations on who could be held in juvenile detention centers. For example, status offenders are not permitted to be detained in a lock-down facility. Adjudicated delinquent youth can be placed in Detention Centers. According to Weis, et al., (2001) “minors are usually detained in secure facilities (including juvenile court detention centers, police holdover lock-ups, private institutions, and adult jails)” (p. 540).

While there are “more than 600,000 *admissions* to detention centers a year...the average population of detention facilities is approximately 43 juveniles” (del Carmen and Trulson, 2006, p. 346). The reason why there are a lot more admissions to the facilities than actual population is that the detention center has a wide range of uses, such as housing juveniles who are awaiting their adjudicatory hearing or to be transferred to another facility.

According to Weis, et al. (2001), detention can be used as a form of sanction for a juvenile, a form of treatment, a place to protect the child, to make sure the child does not escape, and to protect others from the child if need be. Del Carmen and Trulson (2006), give four ways that a juvenile can find his/her way into a detention center. The first one is for the juvenile to be awaiting their adjudicatory hearing. The second way is to be waiting for a “transfer to a state-run institution after their hearing”(del Carmen and

Trulson, 2006, p.346). Another way is that detention centers are becoming a popular place as a “separate disposition for adjudicated [delinquent] youths”(del Carmen and Trulson, 2006, p.346). Lastly, the detention centers can “function as a placement for youths on parole or aftercare with the state juvenile justice agency” (del Carmen and Trulson, 2006, p.346). The average stay for a juvenile in a detention center is approximately 15 days. During their stay at a detention center, juveniles participate in activities such as maintenance, recreation, group projects, and school. The juveniles in detention centers are also most likely to have committed a violent crime or serious property crime (del Carmen and Trulson, 2006). The next alternative sentencing option to state institutions is the juvenile boot camp.

Alternative to State Facilities: Boot Camps

Due to the overcrowding resulting from the increase in juvenile delinquency and the removal of youth from the adult system, alternatives to detention centers were developed. One of the alternatives is juvenile boot camp. Around the same time that juvenile boot camps were being designed, the number of juveniles held in detention centers were increasing drastically. Between the years of 1985 and 1994, the juvenile population in detention centers rose from 224,000 to 321,000 (Elrod and Ryder, 1999). The juvenile boot camps were created in hopes of alleviating the overcrowding issues in the justice system.

The first juvenile boot camp was established in 1985 in Orleans Parish, Louisiana. The juvenile boot camps were designed to use hard work and discipline as rehabilitation for minor to mid-range offenders (del Carmen and Trulson, 2006). In 2002, there were as

many as 56 juvenile boot camps in the United States and they made up two percent of the total number of juvenile facilities that year (OJJDP, 2006). The types of offenders that are excluded from boot camp programs are “serious or violent offenders, special offenders (sex offenders), and those who cannot pass physical health requirements and/or have a preexisting physical condition” (del Carmen and Trulson, 2006, p. 356). The length of stay for a juvenile while in a boot camp varies from facility to facility and from state to state. On average, programming lasts 75 to 120 days. The age range of a juvenile is also a variant; offenders as young as 10 and as old as 20 can be admitted to a boot camp facility (del Carmen and Trulson, 2006).

According to Flash (2003), there are some positive aspects to the boot camp system. First, “the use of boot camps tend[s] to appease the public’s desire for punishment while at the same time helping offenders in skills such as job training or education” (pp. 516-17). The second positive aspect is that boot camp facilities are considered cost effective over detention centers due to their shorter sentence span (Flash, 2003).

There are some problems associated with boot camps. In a study conducted by Gover, MacKenzie, and Styve (2000), “juveniles in boot camps were kept busier and had less free time, their increased activity levels were not attributed to more academic classes or therapeutic activities” (p. 65). In their conclusion, Gover, et al. (2000) state that the lack of individual attention that they found in juvenile boot camps plays a significant role as to why the recidivism rates of boot camps has not decreased over the years.

Boot camps have also been highly criticized and scrutinized due to the number of highly publicized deaths being reported in their facilities (del Carmen and Trulson, 2006).

The juvenile boot camp deaths are highly publicized primarily because it was inconceivable for the causes of those deaths to occur in a boot camp setting. There have been 31 deaths in juvenile boot camp facilities since 1980 (del Carmen and Trulson, 2006). The information on these deaths is very easy to find due to high publicity. The juvenile deaths that may have occurred in a detention center or to a juvenile on probation are not as publicized. It is not to say that deaths are not occurring in detention centers or on probation, the information is just not sensationalized in the news as much. However, if one were interested in finding out the number of deaths that occur in a detention center or on probation, one would just have to order a copy of the police reports.

Many of the personnel in the boot camps are retired military drill sergeants who are trained in military procedures (Elrod and Ryder, 1999). These procedures may work for volunteer recruits who have the option to drop out at any time, but to rehabilitate juveniles who may resent authority, they could lead to additional problems for the youth. Also, juvenile boot camps are considered cost effective; yet according to Siegel, et al. (2006) "boot camps cannot save money unless they have hundreds of beds and the stay is limited to three months, conditions that would make the programs pointless" (p. 484). If juvenile boot camps cannot keep juveniles in the program due to all of the controversial deaths and injuries, how are they expected to meet their goal of being cost effective as well as reducing juvenile recidivism? Another alternative sentencing option to state institutions is probation.

Alternative to State Facilities: Probation

In 1847, John Augustus persuaded some judges in Massachusetts to allow him to care for some troubled youths. This was the beginning of juvenile probation (del Carmen and Trulson, 2006). Probation comes from the Latin term *probare* and means, “to prove” (Jackson and Knepper, 2003). Augustus would bail the juveniles out on the promise that the juveniles would behave. Once a month Augustus would appear in court to give his progress report on “his” juveniles (del Carmen and Trulson, 2006). He was never a paid employee of the state, only a volunteer, and he helped on more than 5,000 cases (Jackson and Knepper, 2003), both juveniles and adults, before his death in 1859 (del Carmen and Trulson, 2006). Probation was designed with two goals in mind, control and rehabilitation. It can be both court ordered and voluntary. Juveniles on probation are often first-time and/or low-risk delinquents (Jackson and Knepper, 2003). Each juvenile is given a list of acceptable and unacceptable behaviors and conditions that they must follow while on probation. The acceptable behaviors consist of going to school and performing some sort of community service. The behaviors not allowed consist of not committing any more delinquent acts, associating with known delinquents and learning the jurisdiction (del Carmen and Trulson, 2006).

The security level of probation can vary. A juvenile on probation can have low security supervision and only have periodic visits with his/her probation officer. Standard probation requires that the juvenile meet with his/her probation officer at least once a week/month (depending on risk level) (Jackson and Knepper, 2003). School attendance, outside activities, and substance counseling is also monitored. For youth who need more direction and/or supervision, they will be placed on intensive supervision

(Jackson and Knepper, 2003). Intensive supervision may require the juvenile to wear an electronic ankle bracelet so that the probation office can know where the juvenile is at all time. The juvenile may be required to meet with his/her probation officer daily. Random drug testing can also be a stipulation to intensive probation (Jackson and Knepper, 2003). A juvenile on intensive supervision may also find him/herself in a non-secure public or private facility. He/she may also be placed in a detention center as well (del Carmen and Trulson, 2006). In 2004, it was "estimated that 601,900 delinquency cases resulted in a term of probation...65% of those were adjudicated delinquents" (OJJDP, 2007g).

Comparison of Boot Camps, Detention Centers, and Probation

The strengths and weaknesses of a boot camp are that they put so much importance on teaching the delinquent to respect authority that the juvenile may balk and fail the program. The juveniles may not receive adequate treatment and education due to the amount of physical training and drills scheduled as well. The reputation that the boot camps have attracted has made them less desirable in the public's opinion. Yet, despite their bad publicity, the boot camps have remained popular in certain areas and will no doubt be around for a long time (del Carmen and Trulson, 2006). As mentioned before, the strength of the boot camps is that they placate the public's need for punishment while also treating and educating the juveniles. They also provide a safe haven for the juveniles against the negative peers, bad neighborhoods, and abuse homes.

One of the strengths of the detention center is it provides a safe haven for juveniles from the streets, abusive homes, and negative peers. It may also provide a more stable environment than most of the juveniles or residents have ever experienced.

Finally, detention centers reduce the juveniles' chances of committing more crimes by detaining the delinquent for a short period of time. The weaknesses of detention centers are overcrowding, victimization due to overcrowding, and understaffing (del Carmen and Trulson, 2006).

One of the strengths of probation is that probation is a less expensive alternative to incarceration, boot camps, and/or detention centers. Probation also helps avoid the stigma of labeling a juvenile a delinquent by keeping him/her in the community, and it helps to reduce overcrowding in state and local facilities. The weaknesses of probation is that it can be extremely dangerous for the probation officers. According to Jackson and Knepper (2003), "almost one-third of probation officers surveyed reported that they had been assaulted at least once in their careers. The increasing proportion of violent juvenile offenders on probation does not reflect a shift in judicial philosophy so much as a lack of resources" (p. 351).

PURPOSE OF THE STUDY

The purpose of this study is to determine which of the three sentencing alternatives discussed (boot camp, detention center, or probation) is more effective at reducing juvenile delinquency. Do these programs actually treat the types of juveniles they were designed to serve? Are the alternative sentencing options (boot camp, detention center, probation) more effective with court ordered or volunteer juvenile delinquents? Are the alternative sentencing options more effective with minor or violent offenders? What works in each facility/department? What needs to be improved so that the facility can achieve their goals more effectively? What modifications would need to

take place in order to accommodate an increase in violent delinquents? Perhaps it is better to have a few programs that work at reducing delinquency, than having several programs that do not accomplish the same level of rehabilitation. This could save money and allow funds to be invested in the most effective programs. This study can shed light on how to improve the facilities already in place so that they can become more effective in reducing juvenile delinquency.

IMPORTANCE OF THE RESEARCH TOPIC

The importance of this study is to evaluate the three alternative sentencing options that detain, incarcerate, or supervise youth. The alternative sentencing options in question are: boot camps, detention centers, and probation. The three options are expensive. If one of the options is more effective in reducing recidivism in the juvenile system then resources can be diverted to it. There are hopes that this research can help eliminate the diversion options that are ineffective in treating today's juveniles. At least, if nothing else, maybe it can help bring about some changes to the facilities that are needed. It is important to look into which types of delinquents (court ordered, volunteer, minor offender, violent offender) the three options are most effective in treating so that juveniles get properly treated.

SUMMARY

Juveniles are starting to become increasingly active in drug usage and violent acts. To address this increase, society is incarcerating our juveniles in facilities where they may learn to become better delinquents (Siegel and Senna, 2005). Key terms, such

as juvenile delinquency, rehabilitation, detention centers, boot camps, and probation were presented. It is important to define these terms because they are a major part of our juvenile justice system. The history of the juvenile justice system was also discussed in this section. It is important to cover the history of the juvenile justice system so that one can see how mistakes have been made in the past, such as taking juveniles away from their family and putting them in worse situations like servitude. Despite the mistakes, the system has still evolved and now considers juveniles as people who have rights and not as property. It is time to learn from those mistakes and help our juveniles develop to the best of their ability now. The purpose of this study was again reiterated towards the end of this section. In the next chapter, the methods and research questions will be addressed. The response rates and survey instrument will also be discussed.

Chapter 3

METHODS

The purpose for this research was to determine which one of the three primary diversion options (boot camps, detention centers, or probation) from being placed into a state facility, is the best at reducing the recidivism rates among juvenile offenders. Since there are three primary options for treating adjudicated delinquent juveniles, the purpose of this research was to evaluate how these diversion options are effective (cost, recidivism, programs) according to the personnel's perspective, and what can be done to improve upon their existing programs. The personnel's perspective was a main focus, as well as their job titles, because of the amount of time they spend with the juveniles daily. The job descriptions of the respondents will more than likely influence their responses.

The following research hypotheses were addressed in this study:

- H₁: Alternative sentencing programs' effectiveness varies on participants' status (court ordered versus volunteer).
- H₂: Alternative sentencing programs' effectiveness varies on participants' status (minor violation versus violent violation).

These research hypotheses were tested using secondary data sets from government agencies.

The following research questions were addressed in this study:

1. Does the facility correspond (with the definitions in the literature review) with whom they say they serve (age, gender, offense, etc.)?
2. What works in the facilities?
3. What needs to be changed?

4. If an increase in the violent delinquents' population occurred, what changes would be made to the facility/department in order to control the increase?

These research questions were evaluated using the survey instrument (See Appendix A).

DATA COLLECTION

In order to test the two research hypotheses an electronic search was conducted. The key terms used in the search were, "juvenile recidivism rates," "recidivism rates," "juvenile statistics," "juvenile arrest trends," and "juvenile population statistics." There were, however, some problems that arose while researching these hypotheses. The problems included that the researcher found little recent empirical data on juvenile sentencing programs. The usual places (National Institute of Justice, Bureau of Justice Statistics, and Office of Juvenile Justice and Delinquency Prevention) were all searched thoroughly, as well as articles from the Electronic Journal Finder website. The information that was uncovered will be discussed in Chapter Four. In order to evaluate the four research questions, a survey instrument was mailed to a detention center, boot camp, and a probation department.

The survey instrument was mailed to a detention center and a probation department who deal with juveniles in the state of Ohio, and a juvenile boot camp in the state of Indiana. The detention center and probation department that were used in Ohio were chosen due to the high crime rate in their area. The detention center's current building was established in 1977 and was designed to house 40 juveniles. It is a county wide facility. Today, the average population for the detention center is 69 juveniles. The juvenile offenses cover all felony security levels. The facility does not house

misdemeanor delinquents or status offenders due to overcrowding issues that would arise. The housing style consists of four housing units. Each housing unit holds 10 juveniles in separate rooms. The rooms resemble those of a cell in an adult institution. The juvenile has a concrete slab and a mat for a bed. Each room is equipped with a toilet and a sink. Each housing unit has one community shower room with four shower stalls. Currently, the detention center has three housing units for boys and one housing unit for girls. The boys and girls do not interact except for religious services only (King, 2007).

The building that houses the probation department used in the study was established in 1977. The department consists of 14 officers with an average caseload of 70 juveniles. The security levels for the juveniles on probation range from low to intensive. The average probation population per year is 400 juveniles (Skeels, 2007). The boot camp in Indiana was chosen because there are no longer any boot camps located in Ohio. The boot camp was established in 1995. It houses juveniles who are medium to high security levels. The average daily population for the 2006-2007 year was 86 juveniles. The housing style for the boot camp is a dormitory setting (Indiana Department of Corrections, 2007). The names of the facilities/department that participated in this study are being kept confidential in accordance with a confidentiality agreement between each facility/department and the researcher. Confidentiality was to be agreed upon by all participating parties before the research was conducted.

The survey instrument was mailed to the supervisor/superintendent of the facility/department and then passed out among the personnel. The surveys were mailed instead of asked over the phone so that the researcher could get a range of different job descriptions and perspectives from the personnel. Each participant was provided with a

self-addressed, postage paid envelope along with the survey. The boot camp and the detention center were both sent 50 surveys each while the probation department was sent only 10. Twenty-seven out of the 50 survey instruments (54%) were received from the boot camp, eight out of 50 (16%) from the detention center, and four out of 10 (40%) from the probation department. The survey instrument was mailed to the boot camp only once while the survey instrument was sent to the detention center and probation department three times. The detention center and probation department were sent more surveys in order to get more responses than what was originally received with the first batch of surveys. When added together, the response rate for the surveys was 35.5 percent.

To follow in line with the confidentiality agreement between the participants involved with the study and the researcher, the facilities/department personnel will be given generic names. The detention center's participants are labeled as Detention and listed D1 through D8. The probation officers who participated are labeled as Probation and listed P1 through P4. The boot camp participants are labeled as Boot Camp and listed BC1 through BC27. The names of the facilities and personnel involved in this study have remained confidential throughout the study. Once the data were collected, descriptive and comparative analyses of the data among the various facilities were conducted. (See Chapter Four for this information)

The survey instrument (See Appendix A) was broken into two sections. The first section dealt with the demographics of the participants. It consisted of five variables: age of the participant, gender, job length (to give an estimate amount of experience the participant had in the field), job description, and current position length. The rest of the

survey dealt with the facility. Questions such as the facility's definition of recidivism, the ratio of boys to girls in the facility/program, and what changes to the program/facility should be made to improve their goals were asked. The purpose of the second portion of the survey was to see what kind of responses the participants would give when asked what changes, if any, should take place to the facility/department as well as to how the participants defined recidivism. The answers to those questions are discussed in Chapter Four.

SUMMARY

This chapter contained the description of the research hypotheses and questions of this study. The survey instrument was discussed in detail. The survey was broken down into three main sections. The first section contained questions about the participant who filled out the survey instrument. The second section contained questions about the types of juveniles admitted to the facilities in question (boot camp, detention center, probation). The third section contained questions about prospective improvements to the facilities, as well as how the facility defines the recidivism rate among juvenile delinquents. The response rate was addressed in this chapter. In the next chapter, the findings of the analyses conducted are discussed, along with the definitions of the variables that were used. Chapter Five will contain the conclusion and how the data answers the research questions and either supports or does not support the research hypotheses.

Chapter 4

FINDINGS

To better understand the issues that are keeping the three diversion options (probation, detention, and boot camps) from being completely successful, research hypotheses and questions were developed. The research hypotheses were as followed: H₁: Alternative sentencing programs effectiveness varies on participants' status (court ordered versus volunteer).

H₂: Alternative sentencing programs effectiveness varies on participants' status (minor violation versus violent violation).

These research hypotheses were tested using existing data sets from government agencies. Agencies such as the Office of Juvenile Justice and Delinquency Prevention, National Institute of Justice, Bureau of Justice Statistics, and the Federal Bureau of Federal Investigations were reviewed. Numerous articles and reports were reviewed in search using the Electronic Journal Center from OhioLINK for anything to do with juveniles and recidivism.

The most recent data uncovered that discussed recidivism rates for boot camps came from a study that was conducted in 1999 by the Koch Crime Institute. Their study included 52 boot camps in the United States. They concluded that boot camp recidivism rates ranged from 64 to 75 percent, and detention center recidivism rates ranged from 63 to 71 percent (del Carmen and Trulson, 2006). In the 2006 National Report from the OJJDP, the statistics showed that the average re-arrest rate for delinquent/criminal offenses were 55 percent, average re-conviction rate was 33 percent, average re-

incarceration rate was 24 percent for state incarcerated juveniles. In both the Koch study and the OJJDP National Report, a breakdown of facility types or offenses were given.

In the end, the research hypotheses were unable to be evaluated due to lack of information.

The research questions were as follows:

1. Does the facility correspond with whom they say they serve (age, gender, offense, etc.)?
2. What works in the facilities?
3. What needs to be changed?
4. If an increase in the violent delinquents' population occurred, what changes would be made to the facility/department in order to control the increase?

To answer the research questions a survey was sent to each facility.

The boot camp and the detention center were both sent 50 survey instruments in self-addressed stamped envelopes. The probation officers were sent 10, because at the time of the survey, the department only had that number of officers. Twenty-seven responses (54%) were received from the boot camp, eight (16%) from the detention center, and four (40%) from the probation officers. When added together, the response rate for the surveys was 35.5 percent. Once the data was collected and organized, three main variables were established: demographics, types of delinquents, and types of changes to be made to the facility. After determining the research variables, frequencies were conducted on the data as a whole and then on each facility separately. For each variable, the mean, median, mode, standard deviation, variance, and range were determined. After the frequencies were conducted, an Analysis of Variance (ANOVA)

was conducted on each of the variables to find any significance among the three facilities (boot camps, probation, and detention centers).

VARIABLES

The first variable consisted of questions dealing with information about the participant's demographics. These questions consisted of: age, gender, job length (experience), current job description, and current job length. (These questions will be discussed more in depth later in this chapter).

The second variable consisted of questions dealing with the types of delinquents in the facility. These questions consisted of:

- Age range for the juveniles
- Average length of stay in the facility
- Gender of juveniles (percentage)
- Whether the juveniles were court-ordered to the facility or volunteered
- Which has a better completion rate: court-ordered or volunteer
- Which has a better success rate: court-ordered or volunteer
- Which has lower recidivism rates: court-ordered or volunteer
- If the facility works with violent, property offending delinquents, and/or status offenders

For this variable, it was found that the average age range for juveniles was 12 – 18 years old (mean = 11.92 – 18.15, sd = 1.53 - .63). The average stay for a juvenile in the facilities was six and a half months (mean = .53, sd = .194 years). (These questions will be discussed more in depth later in this chapter).

Finally, the third variable consisted of questions dealing with types of changes that the participant felt could improve the facility. These questions consisted of:

- Does the participant feel like the facilities does its best to reduce recidivism,
- In what ways is the program/facility effective at reducing delinquent,

- How would the participant improve on the program to make it more effective,
- What modifications would have to be made for the facility to accommodate violent offenders,
- If the facility already accommodates violent offenders, what changes would have to be made to accommodate more.

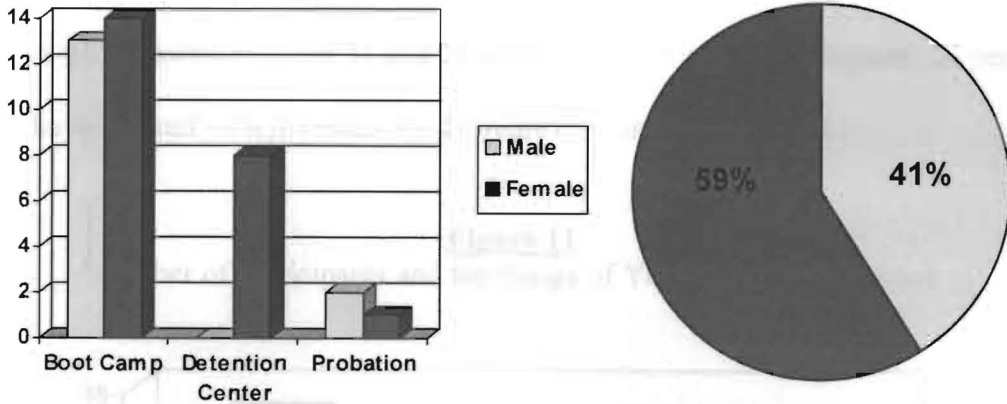
The responses to these questions will be discussed later in this section.

DESCRIPTION OF RESPONDENTS

The demographics of the participants are broken down into gender, age, time worked with juveniles (experience), and type of facility where they work (boot camp, detention center, probation department). The average age of the participants was 42 years and three months old (mean = 42.3, sd = 10.4). The average job length (experience) for the participant was seven years (mean = 6.9, sd = 7.9). Lastly, the average length in their current job was four years and two months (mean = 4.7, sd = 3.5). For the overall percentages, 41 percent (n = 16) were male participants and 59 percent (n = 23) were female. Of that 100 percent, 35.9 percent (n = 14) of the females were the boot camp participants and 33.3 percent (n = 13) of the males were boot camp participants. All of the detention participants (n = 8) were female; 2.6 percent (n = 1) of the female participants were probation officers and 7.7 percent (n = 3) of the male participants were probation officers (See Figures 8 & 9).

Figures 8 & 9

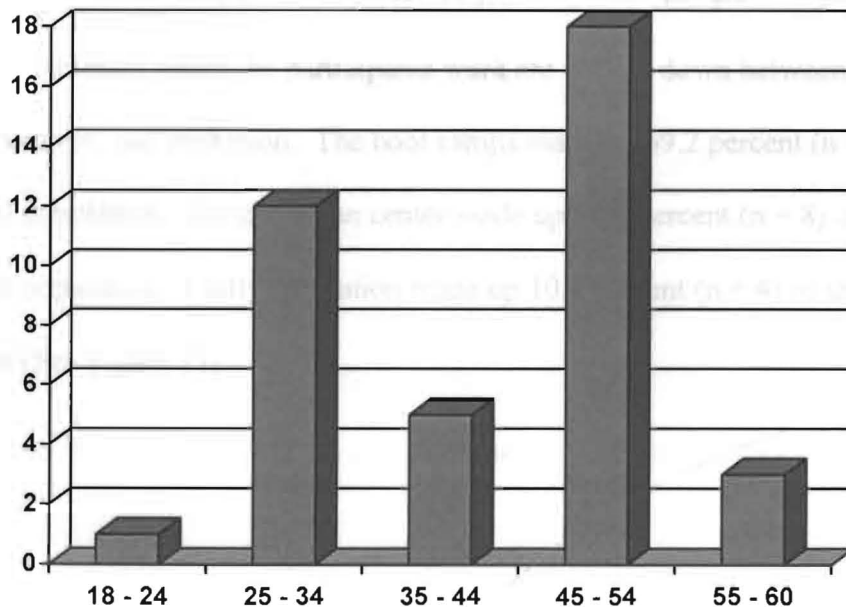
Number of Gender by Facility Respondents & Total Percentage of Gender



The age percentages were broken down into five brackets: 18 – 24, 25 – 34, 35 – 44, 45 – 54, and 55 – 60. About 46 percent (n = 18) of the participants fit into the 45 – 54 age range and almost 31 percent (n = 12) fit into the 25 – 34 age range. Almost 13 percent (n = 5) of the participants were in the 35 – 44 age bracket and 7.7 percent (n = 3) enter into the 55 – 60 age range. Finally, 2.6 percent (n = 1) of the participants make up the 18 – 24 age range (See Figure 10).

Figure 10

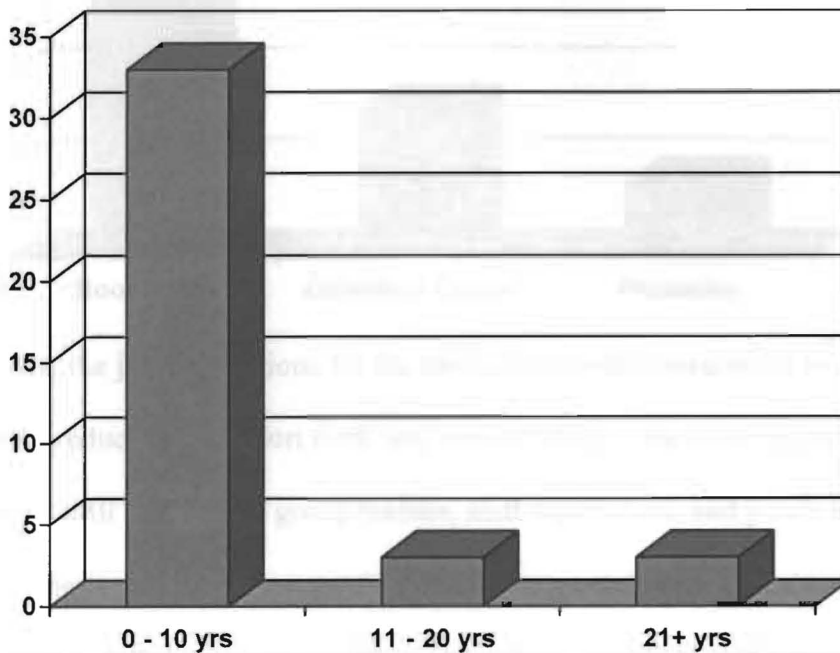
Number of Participants and their Age Ranges for Facility Participants



For the category of time worked with juveniles, 84.6 percent (n = 33) have worked with juveniles for 10 years or less. Approximately 7.7 percent (n = 3) have worked with juveniles between 11 and 20 years. The rest of the participants 7.7 percent (n = 3) have worked with juveniles for 21 years or more (See Figure 11).

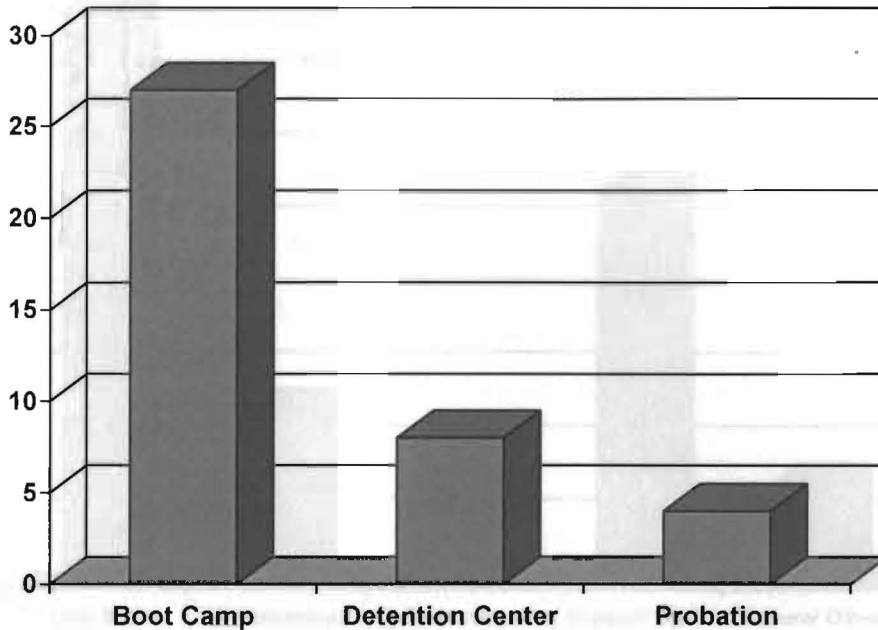
Figure 11

Number of Participants and the Range of Years of Job Experience



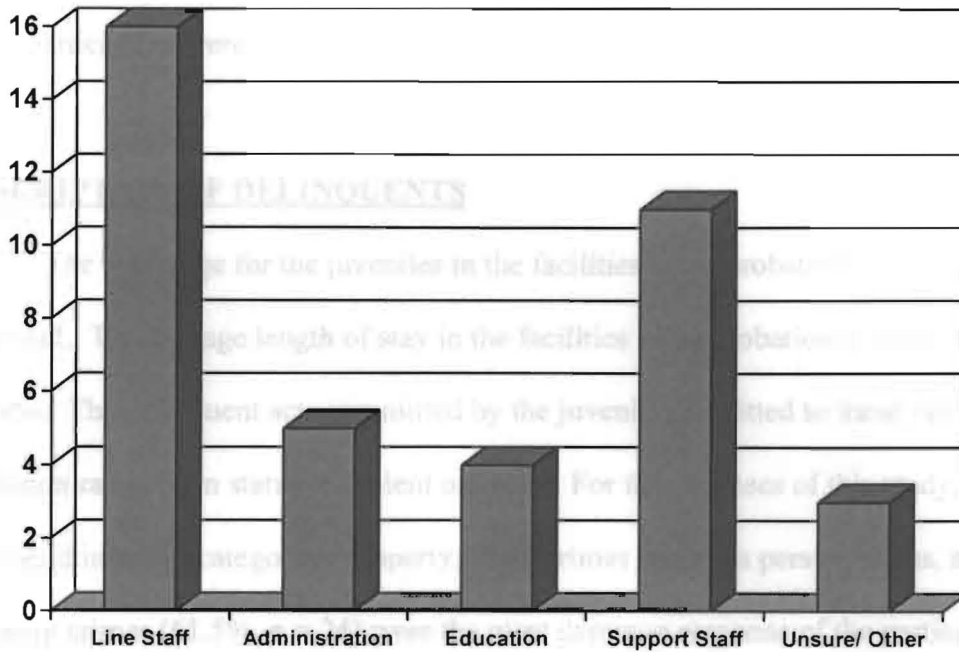
The facilities where the participants work are broken down between boot camps, detention centers, and probation. The boot camps made up 69.2 percent (n = 27) of the participant population. The detention center made up 20.5 percent (n = 8) of the participant population. Lastly, probation made up 10.3 percent (n = 4) of the participant population (See Figure 12).

Figure 12
Number of Facility Participants



Finally, the job descriptions for the participants were categorized as line staff, administration, education, support staff, and unsure/other. Line staff consists of jobs such as: counselors, drill instructors, group leaders, shift supervisors, and youth service instructors. They made up 41 percent ($n = 16$) of the participants. Administration consists of administration assistant, admissions officer, secretary, and superintendent. They made up 12.8 percent ($n = 5$) of the participants. Education consists of teachers and teacher assistants. They made up 10.3 percent ($n = 4$) of the participants. Support staff consists of accountants, program specialists, warrant officers, food services, program coordinators/directors, and treatment court coordinators. They made up 28.2 percent ($n = 11$) of the participants. Lastly, unsure or other consists abbreviated job descriptions such as: Sec. IV, and Set-up. They made up 7.7 percent ($n = 3$) of the participants (See Figure 12). (For the complete list of job descriptions see Appendix B)

Figure 13
Number of Participants in their Current Positions



When comparing the three facilities, there were several issues that differentiated them in the participants' demographics. The facilities showed statistically significant differences on age, gender, and current job length of the participants. Average ages were 34 years and nine months for the detention center, 44 years and nine months for the boot camp, and 40 years and three months for the probation office ($F = 3.3, p \leq .05$). Gender differences for the facilities were: all of the participants from the detention center were female, the boot camp was split almost evenly with 13 males and 14 females, and probation had one female and three males ($F = 4.7, p \leq .02$). Finally, the current job lengths for the facilities were: detention center participants were about a year and a half. The boot camp was five years, and probation was three years and four and a half months ($F = 3.7, p \leq .04$). The detention center's participants were the youngest, least

experienced, and all female. The probation department's participants were the next oldest age group, predominately male with the next length of time in the job. The boot camp participants were the oldest with the most experience and half male, half female.

DESCRIPTION OF DELINQUENTS

The age range for the juveniles in the facilities or on probation is from 12 – 18 years old. The average length of stay in the facilities or on probation is six and a half months. The delinquent acts committed by the juveniles admitted to these facilities or on probation range from status to violent offenses. For the purposes of this study, the acts were split into five categories: property, drug, crimes against a person, status, and other. Property crimes (61.5%, n = 24) were the most common response of the participants. Crimes against a person (59%, n = 23) were the second most common response. The category of “other” came in third with 53.8 percent (n = 21), while status (51.3%, n = 20) and drug (38.5%, n = 15) offenses made up the bottom two categories (for a complete list of delinquent acts see Appendix C). To better understand what kind of delinquents each facility admits, the data were also analyzed by each facility separately. This information is present under its corresponding headings.

Boot Camps

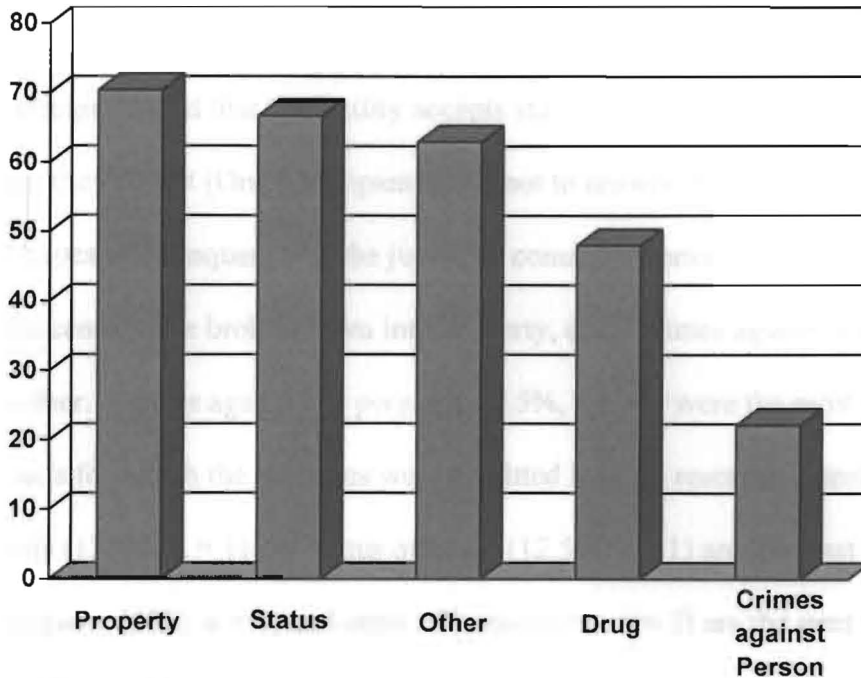
The average age range for juveniles admitted into the boot camp is 12 years and six months to 18 years. Their average stay at the boot camp is about seven months (mean = .6 years). The facility only accepted boys into their program. All of the participants reported that they have court ordered juveniles in their program, while only 15 percent (n

= 4) said they have volunteer juveniles in their program. Out of the participants who answered the question, "If you have court ordered vs. volunteer participation in your facility, which group has a better completion rate?," half of the participants said that court ordered juveniles had a better completion rate (n = 2) and half of the participants said that the volunteer juveniles had a better completion rate (n = 2). For the question of "better success rate," the participants who answered said that court ordered juveniles (7.4%, n = 2) had a better success rate than volunteer juveniles (3.7%, n = 1). Only one participant answered the question on "which group had a lower recidivism rate." He/she said court ordered juveniles (3.7 %, n = 1) had the lower recidivism rate.

For types of delinquents admitted into the facility, the choices were violent, property, and status. Seventy-four percent (n = 20) of the participants said that the facility accepts violent offenders, while 26 percent (n = 7) said that they did not. Ninety-six percent (n = 25) of the participants said that the facility accepts property offenders, while four percent (n = 1) say that they do not. One participant chose not to answer the question. Ninety-six percent (n = 22) said that the facility accepts status offenders, while four percent (n = 1) said that they do not. Four of the participants chose not to answer the question.

The types of delinquent acts the juveniles have committed prior to being admitted into the boot camp facility were broken down into property, status, other, drug, and crimes against a person. Property (70.4%, n = 19) and status offenses (66.7%, n = 18) were the most popular answers. Other (63%, n = 17) and drug offenses (48.1%, n = 13) were the next most popular answers. Lastly, crimes against a person (22.2%, n = 6) was the least common offense type reported (See Figure 14).

Figure 14
Percent of Delinquent Acts in Boot Camp



Detention Center

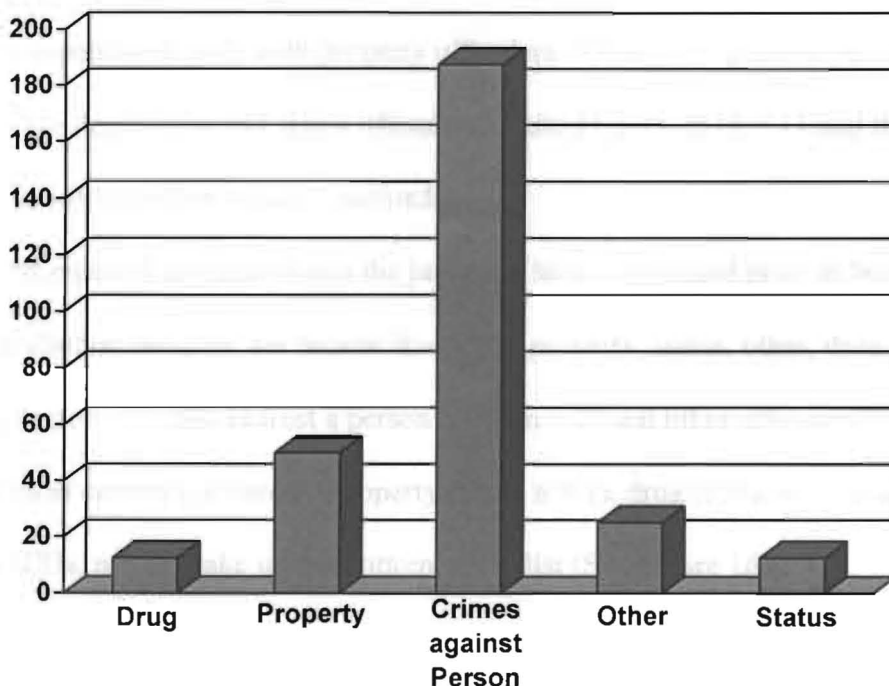
According to the participants, the average age range for juveniles admitted into the detention center is nine to 18 years. They accepted youth younger than Boot Camps. The average stay at the detention center is about 16 days (mean = .05 years). The facility on average houses about 87.5 percent boys and 12.5 percent girls. Eighty-eight percent (n = 7) of the participants said that they have court ordered juveniles in their program (One participant chose not to answer the question). Eighty-eight percent (n = 7) of the participants said that they do not have volunteer juveniles in their program (One participant chose not to answer the question). This facility, according to King (2007), does not accept volunteers.

For types of delinquents admitted into the facility, the choices were the same as those listed for boot camp. Eighty-eight percent (n = 7) of the participants said that the

facility accepts violent offenders (One participant chose not to answer the question). Eighty-eight percent (n = 7) of the participants said that the facility accepts property offenders (One participant chose not to answer the question). Seventy-five percent (n = 6) of the participants said that the facility accepts status offenders, while 12.5 percent (n = 1) said that they do not (One participant chose not to answer the question).

The types of delinquent acts the juveniles committed prior to being admitted into the detention center were broken down into property, drug, crimes against a person, status, and other. Crimes against the person (187.5%, n = 15) were the most common delinquent acts for which the juveniles were admitted into the research detention center. Drug offenses (12.5%, n = 1) and status offenses (12.5%, n = 1) are the least popular answers. Property (50%, n = 4) and other offenses (25%, n = 2) are the next least popular answers (See Figure 15).

Figure 15
Percent of Delinquent Acts in Detention Center



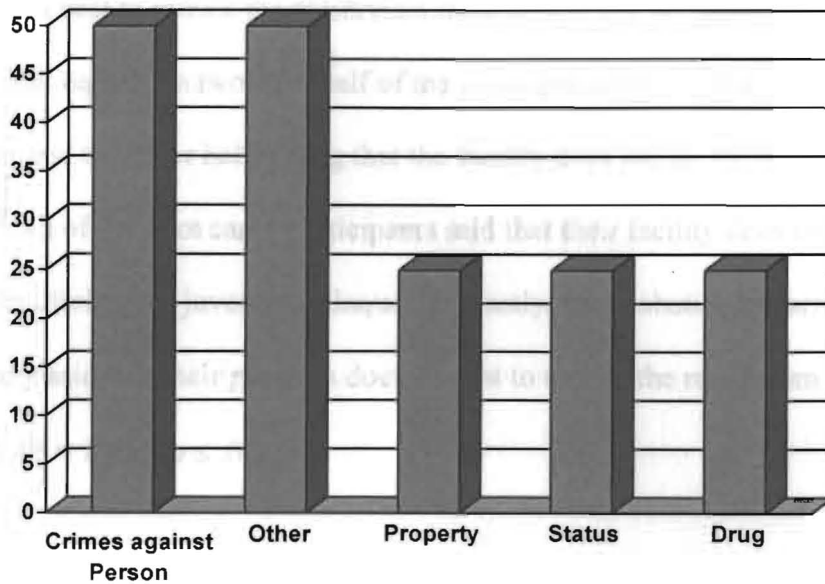
Probation

According to the participants, the average age range for juveniles admitted into probation is 12 years and three months to 18 years and nine months. Their average stay on probation is about eight months (mean = .7 years). As with detentions, boys (78.3%) outnumbered the girls (21.3%) by more than three to one. All of the participants said that they have court ordered juveniles in their program, and volunteer juveniles. Seventy-five percent (n = 3) said that court ordered juveniles have a better completion rate, success rate, and lower recidivism. Twenty-five percent (n = 1) said that volunteer juveniles have a better completion rate than court ordered. One of the probation officers did not address the issue of court ordered versus volunteer.

For types of delinquents admitted into the facility, the choices were violent, property, and status. Fifty percent (n = 2) of the participants said that the probation department has violent offenders, while the other 50 percent (n = 2) said that they did not have violent offenders on their caseloads. All of the participants (n = 4) said that the probation department deals with property offenders. Finally, 75 percent (n = 3) said that the probation department has status offenders, while 25 percent (n = 1) said that they do not have status offenders in their caseloads.

The types of delinquent acts the juveniles have committed prior to being admitted into the probation program are broken down into property, status, other, drug, and crimes against a person. Crimes against a person (50%, n = 2) and other offenses (50%, n = 2) were the most common answers. Property (25%, n = 1), drug (25%, n = 1), and status offenses (25%, n = 1) make up the bottom of the list (See Figure 16).

Figure 16
Percent of Delinquent Acts in Probation



When comparing the three facilities, there were two issues that differentiated them from each other based on the questions asked about the juveniles they have in their facility. The facilities differed significantly on the bottom age range that juveniles are admitted into the facility and the average stay of the juvenile once admitted. The detention center took juveniles who were as young as nine, while both probation and the boot camp took juveniles who were no younger than 12 years old ($F = 30.52, p \leq .00$). The average stay for juveniles in the detention center was about 18 days, while the average stay for juveniles on probation or in the boot camp facility was between seven and eight months ($F = 92.63, p \leq .00$). The length of stay in detention was expected to be low since it is similar to an adult jail. It serves as a pre-adjudication facility that will occasionally house youth sentenced to a short sentence/disposition.

RECIDIVISM

The facilities differed significantly on whether or not the participants felt that the facility does its best to reduce the recidivism rates of juvenile delinquents. The detention center was split equally in two with half of the participants saying that yes the facility does its best, and the other half saying that the facility does not do its best to reduce recidivism. All of the boot camp participants said that their facility does its best to reduce the recidivism for juvenile delinquents. Lastly, the probation department predominately said that their program does its best to reduce the recidivism for juvenile delinquency ($F = 10.16, p \leq .00$).

Boot Camp

The participants of each facility/program were asked to give their facility's definition of recidivism. For the boot camp participants, their answers were broken down into four categories: return to system, return within three years, return within two years, and other. Sixty-six percent ($n = 18$) of the participants said that the delinquent just had to return to the juvenile system in order to be counted as being a recidivist. Eleven percent ($n = 3$) of the participants said that the delinquent had to return to the juvenile justice system within three years of completing a prior program. Seven percent ($n = 2$) said that the juvenile had to return to the juvenile justice system within only 24 months of completing a prior program. Lastly, participants who answered the question differently (19%, $n = 5$) were categorized as other. As mentioned before, all of the boot camp participants (100%, $n = 26$) said that they believe their facility does its best to reduce the recidivism rate among juveniles. One participant chose not to answer the question.

Detention Center

The detention center's participants defined recidivism differently from the boot camp staff. For the detention center participants, their answers were broken down into four categories: return to system, old admissions/new admissions, not committing delinquent acts, and other. Twelve and a half percent ($n = 1$) of the participants said that the delinquent just had to return to the juvenile system in order to be counted as being a recidivist. Twelve and a half percent ($n = 1$) of the participants said that the delinquent had to no longer commit delinquent acts. Twenty-five percent ($n = 2$) said that the facility determined recidivism by taking the number of new juvenile admissions and dividing it by the number of the juveniles who have been there before. Lastly, participants who answered the question differently (50%, $n = 4$) were categorized as other. As mentioned before, half of the detention center participants (50%, $n = 3$) said that they do believe that their facility does its best to reduce the rate of recidivism among juveniles, and half of the participants (50%, $n = 3$) said that they do not believe that their facility does its best. Two participants chose not to answer the question.

Probation

The probation officers, when asked to define recidivism, differed from the other two diversion groups. For the probation participants, their answers were broken down into three categories: return to system, return within one year, and other. Fifty percent ($n = 2$) of the participants said that the delinquent just had to return to the juvenile system in order to be counted as being a recidivist. Twenty-five percent ($n = 1$) of the participants

said that the delinquent had to return to the juvenile justice system within one year of completing a prior program. Lastly, participants who answered the question differently (25%, n = 1) were categorized as other. As mentioned before, two thirds of the probation participants (66%, n = 2) said that they believe that their department does its best to reduce the recidivism rate among juveniles. Thirty-three percent (n = 1) of the participants said that they do not believe that their department is doing its best. One participant chose not to answer the question.

PROSPECTIVE IMPROVEMENTS TO FACILITIES

The participants who took the survey were asked how their facility/program defines recidivism as well as if they believed if their facility/program was doing their best to reduce the recidivism rate for juvenile delinquency. The answers they gave were discussed above as a whole and then separated among their facility. In addition to questions pertaining to recidivism, participants were asked: how their program is effective in reducing recidivism; how would they change their program to be more effective; and if their facility were to have an increase in violent delinquents, how would their program have to be adjusted in order to accommodate the violent delinquents. Their responses are presented next.

Ways Facilities are Effective

As a whole, there were nine ways the facilities claimed they were effective at reducing recidivism. Their responses were categorized in the following ways (they are listed from most reported to least reported): programs (26%, n = 10), other (26%, n = 10),

education (13%, n = 5), counseling (10%, n = 4), discipline (8%, n = 3), treatment (8%, n = 3), mentoring (5%, n = 2), family interaction (2%, n = 1), and accountability (2%, n = 1). The category of other tied with programs with 26 percent (n = 10) indicating this (See Table 1).

To find out how each facility believes they are effective in reducing recidivism, they were analyzed separately. The boot camp responses were broken down into nine categories: family interaction, programs, education, accountability, treatment, counseling, discipline, mentoring, and other. The programs available for the juveniles was the main response with 26 percent (n = 7). Other responses that did not fit into those listed above accounted for 22 percent (n = 6). Education came in third with 15 percent (n = 4) and discipline follows next with 11 percent (n = 3). Counseling (n = 2) and mentoring (n = 2) both had seven percent and tied for fifth. Family interaction, treatment, and accountability came in last with four percent (n = 1) a piece.

The next facility's responses to be analyzed were that of the detention center. Their responses were separated into four categories: counseling, education, treatment, and other. Since they are a short term holding facility, their time with the juveniles is limited. The other category came in first with 50 percent (n = 4). Counseling came in second with 25 percent (n = 2). Education (n = 1) and treatment (n = 1) tied for third with 12.5 percent.

The responses for reducing recidivism from the probation officers are less than both detention and boot camp. Their responses were broken down into only three categories: programs, education, and treatment. Programs came in first with 50 percent (n = 2). Both education (n = 1) and treatment (n = 1) made up 25 percent of the

responses. See Appendix D for the complete list of responses. See Table 1 for summary of this material.

Table 1
Ways Effective in Reducing Recidivism

	<i>Boot Camp</i>	<i>Detention Center</i>	<i>Probation</i>	<i>Overall</i>
Programs	26%	-	50%	26%
Other	22%	50%	-	26%
Education	15%	13%	25%	13%
Counseling	7%	25%	-	10%
Discipline	11%	-	-	8%
Treatment	4%	13%	25%	8%
Mentoring	7%	-	-	5%
Accountability	4%	-	-	2%
Family Interaction	4%	-	-	2%

Improvements to Facilities

As a whole, there were 19 ways to improve the facilities so that they could be more effective at reducing recidivism. Their responses were categorized in the following ways:

- Other (n = 6) – 16%
- More Staff (n = 5) – 13%
- More/better Programs (n = 4) – 10%
- More Vocations (n = 2) – 5%
- Enforce facility's expectations/orders (n = 2) – 5%
- Less Violent Offenders (n = 2) – 5%
- More Funding (n = 2) – 5%
- More Discipline (n = 2) – 5%
- Community Involvement (n = 2) – 5%
- Counseling (n = 2) – 5%
- Re-strengthen Boot Camp Environment (n = 2) – 5%
- More Intake (n = 1) – 3%
- More Support from Administration (n = 1) – 3%
- More Consistency (n = 1) – 3%
- More Follow-up (n = 1) – 3%
- More Segregation (n = 1) – 3%
- Longer Phases (n = 1) – 3%
- More Speakers (n = 1) – 3%
- Education (n = 1) – 3%

To find out what improvements each facility would make in order to improve the effectiveness in reducing recidivism, their responses were analyzed separately. The boot camp's responses were broken down into 16 categories:

- More Staff (n = 6) – 22%
- Other (n = 3) – 11%
- More Vocations (n = 2) – 7%
- Enforce facility's expectations/orders (n = 2) – 7%
- Less Violent Offenders (n = 2) – 7%
- Re-strengthen Boot Camp Environment (n = 2) – 7%
- More/better education (n = 1) – 4%
- More/better programs (n = 1) – 4%
- More Intake (n = 1) – 4%
- More Follow-up (n = 1) – 4%
- More Funding (n = 1) – 4%
- More Support from Administration (n = 1) – 4%
- More Consistency (n = 1) – 4%
- More Discipline (n = 1) – 4%
- More Segregation (n = 1) – 4%
- Longer Phases (n = 1) – 3%

The next facility's responses to be analyzed separately were that of the detention center. Their responses were separated into five categories: Not applicable, speakers, counseling, mentoring, and programs. Thirty-seven and a half percent (n = 3) of the participants said that the question was non-applicable to their facility. Twenty-five percent (n = 2) said that more counseling would help improve the facility. The last 25 percent (n = 2) is split evenly between mentoring and more programs for improvements to the facility.

The responses that the probation officers gave were broken down into three categories: community involvement, more free programs, and more funding. Fifty percent (n = 2) of the participants said that more involvement from the community would improve probation efforts. Twenty-five percent (n = 1) said that more free programs

would also help. The remaining 25 percent (n = 1) said that more funding would improve their ability to help the youth. See Appendix E for the complete list of responses.

Modifications Needed to Treat Violent Delinquents

As a whole, there were nine ways to modify the facility in order to treat violent delinquents. These modifications would be implemented if a facility/department does not already treat violent delinquents. Their responses were categorized in the following ways:

- Non-applicable (no changes needed) (n = 23) – 58%
- More Staff (n = 5) – 12%
- Better Facility (n = 3) – 8%
- More Segregation (n = 2) – 5%
- More Supervision (n = 2) – 5%
- More Programs (n = 1) – 3%
- More Personnel Training (n = 1) – 3%
- Use of Razor Wire (n = 1) – 3%
- Longer Stay (n = 1) – 3%

To find out what modifications are needed for each facility in order to treat violent delinquents, they were analyzed separately. The boot camp's responses were broken down into seven categories:

- Non-applicable (no changes needed) (n = 13) – 48%
- More Staff (n = 5) – 18%
- More Segregation (n = 4) – 14%
- More Programs (n = 1) – 4%
- Better Facility (n = 1) – 4%
- Longer Stay (n = 1) – 4%
- More Personnel Training (n = 1) – 4%
- Use of Razor Wire (n = 1) – 4%

The next facility's responses to be analyzed separately were that of the detention center. Their responses were separated into two categories: Non-applicable and no modifications needed. Seventy-five percent (n = 6) of the participants said that the

question “modifications needed to treat violent delinquents” was non-applicable to their facility. Twenty-five percent (n = 2) said that no modifications were needed in order to accommodate violent delinquents. This facility already houses violent juveniles.

The responses that the probation officers’ provided were broken down into three categories: Non-applicable, supervision, and no violent delinquents. Fifty percent (n = 2) of the participants said more supervision would be needed to accommodate violent delinquents. Twenty-five percent (n = 1) of the participants said that the question of “modifications needed to treat violent delinquents” was not applicable for their department. Lastly, 25 percent (n = 1) of the participants said that no violent delinquents were accepted in their program. See Appendix F for the complete list of responses.

Modifications Needed to Treat More Violent Offenders

Since the rate of violent juvenile offenders increased slightly from last year, facilities/departments may have to plan on how to deal with additional violent offenders. When the participants were asked what would need to be done at their particular facility/department, their responses were categorized in six ways:

- Not Applicable to their facility/department (n = 17) – 43%
- Larger Facility (n = 7) – 18%
- More Segregation (n = 7) – 18%
- More Staff (n = 6) – 15%
- Evaluation of Programs (n = 1) – 3%
- No Modifications Needed (n = 1) – 3%

To find out what modifications are needed for each facility in order to accommodate more violent delinquents, they were analyzed separately. The boot camp’s responses were broken down into five categories:

- Not Applicable (n = 9) – 33%

- More Segregation (n = 7) – 26%
- Larger Facility (n = 5) – 19%
- More Staff (n = 5) – 19%
- No Violent Offenders (n = 1) – 3%

The next facility's responses to be analyzed separately were that of the detention center. Their responses were separated into four categories: Not applicable, no modifications needed, larger facility, and more segregation. Fifty percent (n = 4) of the participants said that the question of "modifications needed to treat more violent delinquents" was non-applicable to their facility. Twenty-five percent (n = 2) said that a larger facility would be needed to accommodate more violent delinquents. One participant (12.5%) said that no modifications were needed to accommodate more violent delinquents. The remaining 12.5 percent (n = 1) said that more segregation would be needed to accommodate more violent delinquents.

The probation officers' responses were broken down into three categories: Not applicable, court ordered, and evaluation of programs. Fifty percent (n = 2) of the participants said that the question of "modifications needed to treat more violent delinquents" was non-applicable to their department. Twenty-five percent (n = 1) of the participants said that the programs would be evaluated into what works and what does not. Lastly, 25 percent (n = 1) of the participants said that the delinquents should be court ordered. See Appendix G for the complete list of responses.

All three facilities highly expressed that the question was not applicable for their facility/department. The major differences between the three facilities are that the boot camps and detention centers feel that they would need a larger facility and more segregation in order to handle more violent offenders. Only the boot camp commented that violent offenders should not be allowed in their facility. Only the detention center

commented that no modifications would be needed in order to accommodate more violent offenders. Lastly, only the probation officers commented that more violent offenders should be court-ordered into their department.

SUMMARY

In this section, the findings from the analyses conducted on the data were discussed. How the data was obtained was presented as well as the research hypotheses and questions being reiterated. The variables were identified and described. There were three main variable categories to the data: demographics, the delinquents, and facility improvements. The participants were described, such as average age, gender, job length/experience, and current job length. The types of juveniles that are admitted to these facilities (boot camp, detention center, probation) were also described. The juveniles were described as a whole, as well as by facility. How the facility describes the recidivism rate was discussed as well as any improvements that could be made in order to improve their recidivism rates. The responses were also discussed as a whole, and then separated into their respected facility/department. The findings from the secondary data from government agencies were also discussed in accordance with the research hypotheses. It was found that there is little to no recent empirical data on juvenile recidivism rates. Agencies such as the OJJDP, BJS, and NIJ were searched thoroughly using key terms such as: juvenile recidivism rates, recidivism rates, juvenile statistics, juvenile arrest trends, and juvenile population statistics. In the next chapter, conclusions, limitations, and recommendations for future studies are presented.

Chapter 5

CONCLUSION

This study is important to the Criminal Justice discipline for many reasons. Juvenile delinquents are committing more violent acts in addition to property and drug offenses that have historically been committed. In this study a review of three alternative sentencing options to incarceration in a state facility (boot camp, detention center, probation) were presented. Participants in the study were also asked to define juvenile recidivism. The results from the study also show that the juveniles in these facilities are more violent than they have been in the past. This study has also shown how each facility treats the juveniles that they house. The participants also gave their options as to what works in their facility and what needs to be improved in order to become more effective in reducing juvenile delinquency and recidivism. The participants gave their opinions as to what would need to change in order to accommodate more violent delinquents in their facilities/department. A lot of the responses from each facility say that the programs could all be adjusted or re-evaluated. Staffing is also an issue as well as counseling, treatment, and education options could also be improved upon.

There were two hypotheses and four research questions presented in this study. The following is a summary of each.

H₁: Alternative sentencing programs effectiveness varies on participants' status (court ordered versus volunteer).

H₂: Alternative sentencing programs effectiveness varies on participants' status (minor violation versus violent violation).

Using secondary data sets from government agencies (OJJDP, BJS, NIJ, FBI, EJC), information was collected on juvenile recidivism rates and the effectiveness of alternative sentencing programs such as detention centers, boot camps, and probation. Thorough research was conducted using the agencies listed above, but with surprising results. Little recent empirical data was discovered through researching these agencies. The research that was discovered was either outdated (Koch Institute study of 1999) or did not differentiate between court-ordered and volunteer participants and minor or violent violations. The statistics on juvenile recidivism from the OJJDP in 2006 only included recidivism rates from state run facilities. It did not include juveniles on probation or in local facilities, including any local run boot camps. It also did not give insight to the status (court-ordered, volunteer, minor/violent violation) of the juveniles or the breakdown of what type of state institutions were used in the study.

To better assess the three alternatives to state incarceration, research questions were developed. The following is a summary of the findings:

Does the facility correspond with whom they say they serve (age, gender, offense, etc.)? Yes and no. Boot camps accept juveniles who are from ages 12-18 years old and commit a wide range of delinquent acts. According to research, boot camps are designed to treat only minor, non-violent offenders. The boot camp surveyed housed any juveniles except those who commit Class A felonies, such as murder, armed robbery, and sexual crimes. However, the boot camp does correspond with whom they say they serve according to their mission statement. The boot camp's mission statement states that, "the mission of the Indiana Department of Correction is to maintain public safety and provide offenders with self improvement programs, job skills and family values in an efficient

and cost effective manner for a successful return to the community as law-abiding citizens” (Indiana Department of Corrections, 2007).

The juveniles housed in the detention center have committed mostly domestic violence, other violent crimes, and property crimes. The data supplied by the detention center staff corresponds with the information found through research. The data provided by the probation department’s staff did not correspond with the literature found. The juveniles on probation for the office surveyed have committed crimes ranging from misdemeanors to felonies. According to the research, those on probation should only be low-risk and minor offenses unless they are on intensive probation.

The data from the detention center and the probation department corresponds with the mission statement of their county’s juvenile court. The juvenile court’s mission statement states:

Comprehensive Strategy is a planning process that guides communities in developing a strategic plan to prevent and control adolescent problem behaviors. Comprehensive Strategy focuses upon reducing the prevalence of five adolescent problem behaviors: substance abuse, delinquency, teenage pregnancy, school dropout and violence. The process examines risk factors, which research demonstrates, place youth at higher likelihood for developing these problem behaviors (Mahoning County Communicator, n.d.).

What works in the facilities? Each facility claims that their combinations of programming, counseling, treatment, and education are their keys to success.

What needs to be changed? Even though the participants claim that their facility’s programming, education, counseling, and treatment are working, they all agree that

improvements in those areas would be beneficial. The facilities also indicated that additional staffing would improve their facility/department.

If an increase in the violent delinquents' population occurred, what changes would have to be made to the facility in order to control the increase? If an increase in violent delinquents were to occur in their facility, each facility's participants said that they would need better programming, more segregation between the delinquents, more staff, and a larger facility/department.

Discussion

A survey was sent to each facility; the survey contained questions pertaining to the types of personnel that work in the facilities, the types of juveniles held in the facilities, and improvements that could be made in order to alleviate the delinquency problem and improve recidivism. With the findings from the survey, it was astounding that even though the majority of the participants are happy with their facility, a lot of improvements were suggested. It can be concluded that most of these participants believe that by re-evaluating which programs "work" and which programs "do not work" could make a major improvement in reducing delinquency and recidivism. It is important to note that the responses of the participants are subjective and might have differed if each participant had the same job (i.e. all administrators, teachers, or counselors).

Society places juveniles into programs and treatment centers that are only designed to correct/treat some of their issues. Many of our juveniles' issues go unnoticed and/or untreated primarily because of the lack of staff available to help juveniles. Instead

of spreading our juvenile personnel over many treatment and diversion programs perhaps programs should be condensed, focusing effort and money on fewer programs that juveniles respond to the best.

Another issue in our juvenile justice system is that recidivism is poorly defined throughout our country. Each facility/department used in this study gave multiple answers to how their facility/department defined recidivism. In order to properly and successfully reduce recidivism among juveniles, it is prudent to have a universal definition of recidivism developed.

Limitations

There were some limitations to this research project. Out of 110 surveys that were sent out to the facilities (50 to boot camp, 50 to detention center, 10 to probation) only 39 (35.4%) were received back, with the majority being from the boot camp, making the data seem one-sided. Twenty-seven surveys were received from the boot camp, while only eight surveys were received from the detention center, and four from probation. The data might have been more evenly distributed across each facility instead of primarily one-sided if more people had responded.

Another limitation was that only one facility from each option type was surveyed instead of multiple facilities representing each option. With additional facilities, there would have been a better opportunity for more responses as well as different opinions on improvements. There also could have been comparisons made between the same types of facilities.

Another limitation for this study was the survey instrument itself. One of the major issues with mailing/handing surveys is that the participants can easily misinterpret the questions being asked, such as giving an answer that has nothing to do with the question being asked. The participants may also falsify their answers so that their facility looks better than what it actually is.

Contributions

Despite the limitations, there were some positive contributions resulting from this research project. The responses from the participants were very insightful into how the facilities operate. Their responses to the improvements that could be made were also very helpful. Also, through the research, it was shown that there is a deficiency in official data involving juvenile recidivism rates. It was also shown that there are many definitions for the term of recidivism. The variance in definitions makes it very hard to compare recidivism rates due to not having a universal definition/guideline to use.

Future Research

The first future research suggestion is for the researcher to define recidivism for the respondents in the survey and then ask how many juveniles in their facility meet that definition. A second future research suggestion is to find out how many juveniles are on regular supervision probation compared to how many are on intensive supervision probation. Another future research suggestion is to see if any of the participants' recommendations for improvement were implemented into their respected facility/program, and if so, whether or not those changes were effective? Another

suggested future research project would be to survey more facilities so that more comparisons could be made. The fact that limited responses were received from the surveys is mentioned above as a limitation, but with more facilities surveyed, there would be a better chance of receiving more responses. There would also be a greater chance of receiving more diverse responses.

Another suggested future research project would be to survey international juvenile justice systems. The study should then focus on what kinds of sentencing and alternative sentencing each country uses in their juvenile justice system. If a country has a different alternative sentencing option that is working for their juveniles then perhaps it would be worth investigating.

Conclusion

In conclusion, this study has shown that even though each facility is still expensive to operate given the number of juveniles involved each year, they have effective programs that seem to work. According to the survey participants there are ways to improve programming. The simplest improvement is to re-evaluate the programs that are already in place and “weed out” or improve those that do not work. For the programs that do work, determine why they are effective and perhaps apply their strategies or philosophies to other less effective programming.

The research has shown that there has been an increase of violent delinquents in some facilities. Due to this increase facilities must prepare for the demands of treating/rehabilitating this population. Suggestions were discussed. The researcher has also suggested future research topics for this area of study. It is the hope of this

researcher that through this study that the less effective programs will be eliminated, or improved upon, while those that are more effective become more predominate.

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Appendix A

Facility Recidivism Survey

Demographics:

1. Age: _____
2. Gender: _____
3. How long have you been at your job? _____
4. Where are you located: Detention Center, Boot Camp, or Probation Department?

5. What is your current position? How long have you been in this job?

Survey:

6. What is the age range of the juveniles in your facility or served by your agencies?

7. What kind of offenses have the juveniles committed?

8. On average, how long does a juveniles stay in your facility or in your program?

9. How does your facility define recidivism rate?

10. What percentage of the offenders in your facility/program are boys?

11. What percentage of the offenders in your facility/program are girls?

12. Do you have court ordered participants in your facility/program? Yes No

13. Do you have volunteer participants in your facility/program? Yes No

14. If you have court ordered vs. volunteer participation in your facility, which group has a better completion rate? _____

14a. Which group has a better success rate? _____

14b. Which group has a lower recidivism rate? _____

15 Does your facility/program work with violent delinquents? Yes No

16. Does your facility/program work with property delinquents? Yes No

17. Does your facility/program work with status delinquents? Yes No

18. Do you feel your facility does its best to reduce the recidivism rates of juveniles?

19. In what ways is your program/facility effective at reducing juvenile delinquents?

20. How would you improve on your program to make it more effective?

21. What modifications would have to be made in your facility/programming if violent offenders were treated? _____

22. If your facility/program is already treating violent offenders, what changes would have to be made to accommodate more? _____

23. Does your facility/program service sex offenders? Yes No

Appendix B

Job Descriptions for Boot Camp Personnel

Current position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Accountant	1	3.7	3.7	3.7
Administrative Assist.	1	3.7	3.7	7.4
Community Service Director/Counselor	1	3.7	3.7	11.1
Cook Supervisor	2	7.4	7.4	18.5
Counselor	1	3.7	3.7	22.2
Custody Supervisor/Commander	1	3.7	3.7	25.9
Drill Instructor YSI III	1	3.7	3.7	29.6
English teacher	1	3.7	3.7	33.3
Food Service Director	1	3.7	3.7	37.0
Institutional Teacher	1	3.7	3.7	40.7
Line Supervisor, Aramark	1	3.7	3.7	44.4
Program Director	1	3.7	3.7	48.1
PSSS	1	3.7	3.7	51.9
Psych. Social Service Specialist	1	3.7	3.7	55.6
Sec. IV	1	3.7	3.7	59.3
Secretary	1	3.7	3.7	63.0
Shift Supervisor	1	3.7	3.7	66.7
Shift Supervisor/ Lt. Commander	1	3.7	3.7	70.4
Superintendent	1	3.7	3.7	74.1
Supervisor	1	3.7	3.7	77.8
Teacher	1	3.7	3.7	81.5
Teacher Asst/Spec Ed Secretary	1	3.7	3.7	85.2
Warrant officer	1	3.7	3.7	88.9
Youth service Instructor 3	1	3.7	3.7	92.6
Youth services Supervisor	1	3.7	3.7	96.3
YSI III	1	3.7	3.7	100.0
Total	27	100.0	100.0	

Job Descriptions of Detention Center Personnel

Current position

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Admissions officer	1	12.5	12.5	12.5
	Admissions Officer	1	12.5	12.5	25.0
	Group leader	1	12.5	12.5	37.5
	Group leader, admissions officer, aide	1	12.5	12.5	50.0
	Group leader, aid	1	12.5	12.5	62.5
	Intake officer	1	12.5	12.5	75.0
	Program Director	1	12.5	12.5	87.5
	Program Specialist	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Job Descriptions of Probation Personnel

Current position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Probation department	1	25.0	25.0	25.0
	Probation officer/Sport Program Coordinator	1	25.0	25.0	50.0
	Set-up	1	25.0	25.0	75.0
	Treatment Court Coordinator	1	25.0	25.0	100.0
	Total	4	100.0	100.0	

Appendix C

Delinquent Acts of Juveniles in the Boot Camp

Kinds of offenses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All-theft, truancy, burglary, etc.	1	3.7	3.7	3.7
	All but Class A Felony	1	3.7	3.7	7.4
	All kinds	1	3.7	3.7	11.1
	All types of crimes, except murder, armed robbery, and sexual crimes	1	3.7	3.7	14.8
	Assortment of offenses	1	3.7	3.7	18.5
	Auto theft, escape, probation violations, burglary	1	3.7	3.7	22.2
	Battery, dealing drugs, truancy, illegal poss drugs and alcohol, recgnstln property	1	3.7	3.7	25.9
	Criminal Mischief, probation violations, truancy, possession, breaking & entering, driving w/o licences, theft	1	3.7	3.7	29.6
	Drugs, theft, truancy, ect.	1	3.7	3.7	33.3
	Med. Risk	1	3.7	3.7	37.0
	Mild to high offenses	1	3.7	3.7	40.7
	N/A	2	7.4	7.4	48.1
	Probation violation, Burglaery, Theft, Battery, Drug Related offenses	1	3.7	3.7	51.9
	Probation Violation/Burglary/Theft/Drug Related/Battery	1	3.7	3.7	55.6
	Probation violations, durg/alcohol offenses, theft, battery, truancy	1	3.7	3.7	59.3
	Property, status (prob viol), substance abuse	1	3.7	3.7	63.0
	Status (runaway, truancy) misdemeanors and felonies. No sex offenders or serious violent offenses involving weapons	1	3.7	3.7	66.7
	Status offenses/truancy drugs - theft	1	3.7	3.7	70.4

Status, misdimenors, felony	1	3.7	3.7	74.1
Theft, Battury, drugs, alcohol, truency	1	3.7	3.7	77.8
Theft, possession (drugs), battery	1	3.7	3.7	81.5
Theft, Prob violations, Truancy, Drug & Alcohol offenses	1	3.7	3.7	85.2
Theft, truancy, drugs,etc.	1	3.7	3.7	88.9
Usually non-violent	1	3.7	3.7	92.6
Varies	1	3.7	3.7	96.3
Various	1	3.7	3.7	100.0
Total	27	100.0	100.0	

Delinquent Acts of Juveniles in the Detention Center

Kinds of offenses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assault, dv, theft, arson, robbery, breaking and entering	1	12.5	12.5	12.5
	Dom viol and up meaning (felonies)	1	12.5	12.5	25.0
	Domestic violence, order of aprehesion	1	12.5	12.5	37.5
	Domestic, assault, murder, robbery	1	12.5	12.5	50.0
	Drugs, robberyes, domestic violence, murder, assault	1	12.5	12.5	62.5
	Misdemeanors and felonies (Dom. Violence)	1	12.5	12.5	75.0
	Property offenses, violent offenses, status offenses	1	12.5	12.5	87.5
	Varies - all felony offenders	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Delinquent Acts of Juveniles in Probation

Kinds of offenses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Felony misdemeanor	1	25.0	25.0	25.0
	Mm all the way to F1	1	25.0	25.0	50.0
	Property and substance abuse offenses	1	25.0	25.0	75.0
	Under age drinking, robbery, and murder	1	25.0	25.0	100.0
	Total	4	100.0	100.0	

Appendix D

Areas where the Boot Camp are Effective

Ways facility is effective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Allowing offenders to work a self control issues and anti social feelings/ actions	1	3.7	3.7	3.7
	Combination of programs and the boot camp	1	3.7	3.7	7.4
	Educational and issue programs	1	3.7	3.7	11.1
	Gives them the knowledge to stay clean and out of the system, and how to choose positive peers	1	3.7	3.7	14.8
	Having family members involved with treatment teams	1	3.7	3.7	18.5
	Holding them accountable for behavior	1	3.7	3.7	22.2
	Mentoring and fostering pro-social values	1	3.7	3.7	25.9
	Mentoring and Role-Modeling	1	3.7	3.7	29.6
	N/a	1	3.7	3.7	33.3
	N/A	3	11.1	11.1	44.4
	Programs	1	3.7	3.7	48.1
	Programs are designed to make the offend think first instead of reacting	1	3.7	3.7	51.9
	Programs are skill based, cognitive, behavioral, and learning theory	1	3.7	3.7	55.6
	Programs that are delivered	1	3.7	3.7	59.3
	Programs/ military interaction	1	3.7	3.7	63.0
	Providing counseling, life skills, and career/school counseling	1	3.7	3.7	66.7
	Relapse Prevention Plans and Career Plans	1	3.7	3.7	70.4
	Excellent Staff Involvement; Team Effort	1	3.7	3.7	70.4

Structured environment using both military discipline and therapeutic	1	3.7	3.7	74.1
Student centered program - center on needs - education, family, substance issues rather than just mindlessly send people through "our" program	1	3.7	3.7	77.8
Teach discipline, self-respect, respect for others	1	3.7	3.7	81.5
Teaches self-discipline and consequences	1	3.7	3.7	85.2
They are counseled continuously on how to change their behaviors whether it be addictions or problem behaviors	1	3.7	3.7	88.9
Uses a Paramilitary System	1	3.7	3.7	92.6
We offer many programs, including mentoring	1	3.7	3.7	96.3
We use best practices such as thinking for a change. We have growth levels and behavior is measured by staff, we have staff mentors	1	3.7	3.7	100.0
Total	27	100.0	100.0	

Areas where the Detention Center are Effective

Ways facility is effective

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Counseling and positive interaction with staff	1	12.5	12.5	12.5
N/a	3	37.5	37.5	50.0
Provides counseling to work through issues	1	12.5	12.5	62.5
Requires education, recreation, helps youth learn proper hygiene	1	12.5	12.5	75.0
the shock effect of taking away freedoms	1	12.5	12.5	87.5

They offer anger management classes and other programs	1	12.5	12.5	100.0
Total	8	100.0	100.0	

Areas where the Probation are Effective

Ways facility is effective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Different programs	1	25.0	25.0	25.0
	Getting children into treatment and off drugs	1	25.0	25.0	50.0
	Programming	1	25.0	25.0	75.0
	Re-direction and teaching	1	25.0	25.0	100.0
	Total	4	100.0	100.0	

Appendix E

Improvements to the Boot Camp

Improvements to program

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Better staff to student ratio - more counselors	1	3.7	3.7	3.7
Bring the military discipline structure back to 60-40% ratio	1	3.7	3.7	7.4
Do more with vocations	1	3.7	3.7	11.1
Enforce expectations	1	3.7	3.7	14.8
Enforce Orders	1	3.7	3.7	18.5
Get more staff in here	1	3.7	3.7	22.2
Increase staffing levels	1	3.7	3.7	25.9
Less violent and lower risk kids	1	3.7	3.7	29.6
Lessen student/staff ratio. Less violent offenses housed here	1	3.7	3.7	33.3
Let us have our 3 week intake back vs. 3 days	1	3.7	3.7	37.0
Lower population; increase staff	1	3.7	3.7	40.7
Modernize our facility with more funds	1	3.7	3.7	44.4
More career training & college credit classes	1	3.7	3.7	48.1
More consistency	1	3.7	3.7	51.9
More custody staff	1	3.7	3.7	55.6
More Discipline	1	3.7	3.7	59.3
More follow up on students after they go home	1	3.7	3.7	63.0
More programs/ more military interaction	1	3.7	3.7	66.7
More seg rooms	1	3.7	3.7	70.4
N/a	1	3.7	3.7	74.1
N/A	2	7.4	7.4	81.5
Recruits longer in phase	1	3.7	3.7	85.2
Re-strengthen boot camp atmosphere	1	3.7	3.7	88.9

Re-strengthen boot camp, teach country, state gov't, less unstructured time, teach money handling, keeping current on current events, incorporate history channel, more learning	1	3.7	3.7	92.6
The use of the farm for vocational training	1	3.7	3.7	96.3
We are getting more students w/ placement issues - we don't have support or guidance from the main office	1	3.7	3.7	100.0
Total	27	100.0	100.0	

Improvements to the Detention Center

Improvements to program

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bring speakers in to talk with kids	1	12.5	12.5	12.5
More counseling w/youth one on one	1	12.5	12.5	25.0
More mentoring, life skill programs	1	12.5	12.5	37.5
More programming, more counseling (one on one), and more counseling with family	1	12.5	12.5	50.0
More programs for kids to keep them occupied	1	12.5	12.5	62.5
N/a	3	37.5	37.5	100.0
Total	8	100.0	100.0	

Improvements to Probation

Improvements to program

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Go to the community	1	25.0	25.0	25.0
More community resources	1	25.0	25.0	50.0

More free programs	1	25.0	25.0	75.0
More funds	1	25.0	25.0	100.0
Total	4	100.0	100.0	

Modifications Needed to:

	Priority	Score	Weighted
Continued	1	25.0	25.0
Revision of rules programs and the design of the physical plant	1	25.0	25.0
Better staff to student ratio - more education more segregation done	1	25.0	25.0
Build separate housing to segregate from the main building	1	25.0	25.0
More free training available in-house	1	25.0	25.0
More training for staff more staff to appropriate for the main building officers	1	25.0	25.0
More security staff	1	25.0	25.0
More staff resources more staff to support staff	1	25.0	25.0
More staff and staff working on "Thinking for change" projects	1	25.0	25.0
More staff	1	25.0	25.0
More staff and staff staff, more staff	1	25.0	25.0
Not	1	25.0	25.0
Not	1	25.0	25.0
Not	1	25.0	25.0
Not	1	25.0	25.0
Our facility is not well staffed house them	1	25.0	25.0
More resources, financial more staff added to personnel levels and OIG staff	1	25.0	25.0
More resources of the facility. We have more staff, not individual ones.	1	25.0	25.0
They are not well staffed longer	1	25.0	25.0

Appendix F

Modifications for Violent Delinquents in Boot Camp

Modifications needed to treat violent offenders

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid (Unanswered)	1	3.7	3.7	3.7
Addition of more programs and the redesign of the physical plant	1	3.7	3.7	7.4
Better staff to student ratio - more counselors - more segregation rooms	1	3.7	3.7	11.1
Build separate housing to segregate from low-medium risk students	1	3.7	3.7	14.8
Current staffing number insufficient	1	3.7	3.7	18.5
I don't believe the boot camp style is appropriate for the more violent offenders	1	3.7	3.7	22.2
More custody staff	1	3.7	3.7	25.9
More drill instructors, more holding/segregation cells	1	3.7	3.7	29.6
More input and staff training on "Thinking for a change" program	1	3.7	3.7	33.3
More staff	1	3.7	3.7	37.0
More time out/ seg rooms; more staff	1	3.7	3.7	40.7
N/a	1	3.7	3.7	44.4
N/A	7	25.9	25.9	70.4
None	2	7.4	7.4	77.8
None	1	3.7	3.7	81.5
Our facility is not set up to house them	1	3.7	3.7	85.2
Rare instances, however razor wire added to perimeter fence and OC spray	1	3.7	3.7	88.9
Reconstruction of the facility. We have squad pays, not individual cells	1	3.7	3.7	92.6
They are and they stay longer	1	3.7	3.7	96.3

We would not be able to have the current "open barracks" system. More staffing would be needed. More segregation rooms	1	3.7	3.7	100.0
Total	27	100.0	100.0	

Modifications for Violent Delinquents in Detention Center

Modifications needed to treat violent offenders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/a	6	75.0	75.0	75.0
	None	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

Modifications for Violent Delinquents in Probation

Modifications needed to treat violent offenders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/a	1	25.0	25.0	25.0
	Supervision	1	25.0	25.0	50.0
	Watch them more	1	25.0	25.0	75.0
	We don't accept violent offenders in treatment court	1	25.0	25.0	100.0
	Total	4	100.0	100.0	

Appendix G

Modifications for More Violent Delinquents in Boot Camp

Modifications needed to treat MORE violent offenders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A larger facility	1	3.7	3.7	3.7
	Add more segregation cells to deter violence from happening	1	3.7	3.7	7.4
	Again more custody staff	1	3.7	3.7	11.1
	Better staff to student ratio - more counselors - more segregation rooms	1	3.7	3.7	14.8
	Build separate housing to segregate from low-medium risk students	1	3.7	3.7	18.5
	Expand our facility	1	3.7	3.7	22.2
	Good question, more segregation/ xx (unreadable)	1	3.7	3.7	25.9
	Larger facility - at capacity now	1	3.7	3.7	29.6
	Larger facility and more staff	1	3.7	3.7	33.3
	More custody	1	3.7	3.7	37.0
	More custody staff	1	3.7	3.7	40.7
	More seg	1	3.7	3.7	44.4
	More staff	1	3.7	3.7	48.1
	More staff and space	1	3.7	3.7	51.9
	N/a	2	7.4	7.4	59.3
	N/A	7	25.9	25.9	85.2
	No Violent Offenders	1	3.7	3.7	88.9
	Physical plant - more beds	1	3.7	3.7	92.6
	Segregate housing and more dispersed housing to seperate class of offenders	1	3.7	3.7	96.3
	We have some violent offenders that have battery charges. If we were to take on the next level of violent offenders we would need more segregation rooms	1	3.7	3.7	100.0
	Total	27	100.0	100.0	

Modifications for More Violent Delinquents in Detention Center

Modifications needed to treat MORE violent offenders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A larger facility. Stricter rules for offenders	1	12.5	12.5	12.5
	Just make sure you keep students who don't get along away from each other	1	12.5	12.5	25.0
	More space	1	12.5	12.5	37.5
	N/a	4	50.0	50.0	87.5
	None	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Modifications for More Violent Delinquents in Probation

Modifications needed to treat MORE violent offenders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Court ordered	1	25.0	25.0	25.0
	N/a	2	50.0	50.0	75.0
	Staff meeting, then what works and what doesn't work	1	25.0	25.0	100.0
	Total	4	100.0	100.0	