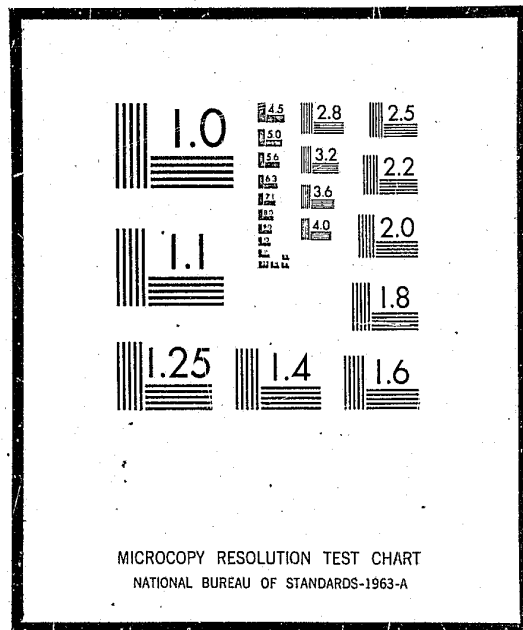


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GROUP RESIDENCE FOR HARD-TO-PLACE DELINQUENT JUVENILE BOYS

An Evaluation

prepared by

Project Evaluation Unit

Governor's Commission on Crime Prevention and Control

June, 1973

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SUMMARY

This report is an evaluation of the Group Residence for Hard-to-Place Delinquent Boys which the Department of Corrections has operated since February 1971 at 2446 Portland Avenue South in Minneapolis. The Group Residence has been funded through LEAA funds granted by the Governor's Commission on Crime Prevention and Control and matching state funds. These funds expire June 30, 1973, and the program will then terminate since it was not funded by the state legislature. Even though this project is not being considered for refunding, an evaluation of its program is useful since the project was the first of several similar group residence programs. In addition, it is one of the few programs for which we have information on the clients and their activities during and after leaving the program. This evaluation contains a description of the Group Residence program and its clients, the activities and results of the program, and the activities and adjustment of former clients after leaving the program.

During the first two years of operation, 86 juvenile and youthful offenders entered the Group Residence. The majority of these clients came from the seven county metropolitan area, although clients also came from 23 other counties within Minnesota. The typical client was unskilled, 18 years old, and had completed the tenth grade. The correctional histories of these clients indicate considerable experience with the criminal justice system: the average client is known to have committed at least five offenses. An examination of the family backgrounds of the clients indicates that most clients had no alternative placements open to them other than the Group Residence.

Once the clients enter the Group Residence, the goals of the program are helping residents: identify their problems, seek help from existing agencies, and learn to live without resorting to illegal behavior. While it is difficult to precisely measure the attainment of these goals, participation in activities designed to achieve these goals can serve as an indicator. Two major sets of activities were oriented toward meeting these goals: 1) agency contacts and 2) the educational, training and employment activities of the counseling program. The Group Residence had a working relationship with 16 agencies and 69 percent of the clients did contact one or more of these agencies. The majority of agency contacts were with employment-related agencies. The major focus of the counseling program also was employment-oriented. Over 90 percent of the clients were involved in vocational or prevocational training or employment while in the Group Residence program. It appears then that the activities of the program stimulated involvement by the majority of the clients in the program.

To assess the results of the program, residents were classified according to their reason for leaving the program. Clients who left due to "satisfactory adjustment" are considered program successes. Clients who left the program for any other reason, including commission of a new offense, running away, inability to adjust, or chronic violation of rules, are considered program failures. 42 percent of the residents can be classified as program successes, although a greater proportion of juveniles were successful than youthful offenders. Without a suitable group for comparison, we cannot evaluate whether this success rate is comparatively high or low. Thus, the focus of this report is on factors which contribute to program success and to post-program adjustment.

After determining the success or failure of clients in the program, we examined the relationships between program success and other variables. Our results show that program variables appear to be more strongly related to program success than nonprogram variables. Among the program variables which are strongly and positively related to program success are: the number of months the client lived in the Group Residence, whether the client was employed or received training while in the Group Residence, and whether the client contacted an agency while in the Group Residence. All of these factors appear to increase the probability of a client being successful in the program. The only program variable which is negatively related to program success is school attendance. Clients who attended school were less successful in the program than clients who did not attend school. This indicates that school attendance probably has characteristics associated with it which increase the difficulty the client has in adjusting to the program.

Nonprogram variables, such as the client's estimated intelligence, length of previous institutionalization, and the severity of the most recent offense, are less related to program success. It is clear that what happens to the client while in the Group Residence program is the major determinant of the client's success in the program, rather than any previous experiences or characteristics of the client. This points out the crucial importance of careful program planning and execution.

Thus far we have discussed the success of clients in the program; but more important is an examination of the adjustment of clients after leaving the program. The only information available for all former residents is their placement immediately after leaving the Group Residence program.

These data show that 78 percent of all former residents were placed into noncorrectional living situations immediately after leaving the program; 22 percent were placed into correctional settings. This information alone is not sufficient to gauge the value of the program since it gives no indication of what happens to clients after they have been out of the program for a period of time.

For this reason, this report utilizes information from a follow-up study of the first 39 clients released from the Group Residence. The data was collected in September and October of 1972 by a research worker hired by the Department of Corrections. All clients in the follow-up group had been released from the program for at least six months so information on their legal status and employment and educational activities is valuable for examining the long-term effects of the Group Residence program. Statistical tests indicate that the follow-up clients are sufficiently similar to the entire group of clients to warrant generalization.

Based on the follow-up study, we note that two-thirds of the former clients are successfully adjusting to society legally (36 percent have been discharged from parole and 31 percent are still on parole). A comparison with the clients' last previous experiences with parole or probation indicates that none of the clients had been successfully discharged from parole. This strongly implies that the Group Residence program has had a significant impact on the improvement of clients' experiences on parole. This is further substantiated by the existence of a strong positive relationship between success in the Group Residence program and later success. 84 percent of the clients who succeeded in the program were still on parole or had been discharged from parole at the time of the follow-up; the comparable figure for clients who failed in the program is 50 percent.

Future employment and educational activities, however, are not correlated with program success. Assuming that the Group Residence should be concerned about the future educational and employment activities of its clients, the low relationships of these activities to success in the program merits further investigation. We did find that agency contacts and educational preparation while in the program seem to be most strongly related to educational and employment activities after termination from the program. This is particularly important when we note that employment or training activities while in the program bear no relationship to employment after termination from the program. The whole issue of what factors contribute to clients' future activities needs more exploration, especially in light of the fact that only 38 percent of the clients were engaged in employment or educational activities at the time of the follow-up.

A comparison of the cost per resident in the Group Residence program to the cost per inmate in the three state institutions from which most residents were referred (Minnesota Reception and Diagnostic Center, State Training School, and the State Reformatory for Men) demonstrates that the Group Residence's cost per resident is more than comparable to the cost per inmate in the state institutions. The actual annual cost per resident of \$10,888 in the Group Residence program is less than the cost per inmate at the Minnesota Reception and Diagnostic Center and the State Training School, but more than the cost per inmate at the State Reformatory for Men. It is important to note that over 70 percent of the Group Residence clients were juveniles and their most likely alternative placements were the first two institutions mentioned. In addition, if the program had operated at capacity, the cost per resident would have been considerably reduced. This analysis of the cost per resident clearly indicates that cost is not a drawback of the Group Residence program.

Conclusions and Recommendations

Agency Contacts

Conclusion: Based on the information we have about agency use by Group Residence clients, the most frequently utilized agencies for group residences are those which help clients develop their employment skills, those which help clients find employment, and those which provide medical care for clients.

Recommendation: We recommend that group residences be set up only in locales where these services are readily accessible to the clients.

Conclusion: Client contact of at least one agency while in the program is more important than the number of agencies the client contacted. Client contact of an agency is strongly related to legal status and activities after termination from the program.

Recommendation: We recommend that the staff of the Group Residence attempt to put each client in contact with at least one appropriate agency during the client's stay in the residence.

Program Activities

Conclusion: The training and employment activities of the counseling program of the Group Residence contributed to clients' success in the program, although they did not contribute to clients' employment activities after termination from the program. The educational activities of clients in the

program contributed to their educational and employment activities after termination from the program, although they also contributed negatively to success in the program.

Recommendation: The employment, educational and training focus of the counseling program should definitely be retained. More investigation should be made into why the employment and training activities do not contribute to future employment and why educational activities are associated with difficulty in succeeding in the Group Residence program.

Program Success

Conclusion: We conclude that the Group Residence program successfully aided in teaching clients to learn to live without resorting to illegal behavior inasmuch as 84 percent of the clients who succeeded in the program were successfully adjusting to society legally six to seventeen months after termination from the program. We also note that this is a dramatic improvement over the same clients' last previous experiences on parole or probation, since none of the clients had been discharged. At the time of the follow-up, 36 percent of the clients had been discharged from parole and 31 percent were still on parole.

This conclusion must be qualified since there is no control group with which to compare the results of the Group Residence. Lack of such a control group does not allow us to check whether clients would have done as well without the program nor can we determine the impact of other possible causal factors, such as the increasing age or maturity of the clients. However, given the information we do have, we can state that the Group Residence appears to be successfully attaining its goals.

We might also note at this point that we have no basis for generalizing this conclusion to other possible projects with the same program structure as the Group Residence. Without other projects with which to compare this one, we do not know whether this project's success is due to some feature unique to the project - such as the staff members and the project director.

Recommendation: We may tentatively recommend that the Governor's Commission on Crime Prevention and Control continue to fund projects similar to this one, since preliminary results indicate the project was successful. To facilitate evaluation of these projects, we also recommend that similar data be collected by similar projects so comparisons may be possible.

Cost Per Resident

Conclusion: In terms of the costs of the Group Residence program, we conclude that the funds allocated to this project have been well spent. The cost per resident in the Group Residence program is comparable to the cost per inmate in state institutions and is considerably less expensive than the cost per inmate in institutions for juveniles.

General Recommendation

Recommendation: We recommend that the goals and objectives of grants submitted to the Governor's Commission on Crime Prevention and Control be stated in quantified, measurable terms. As we have seen, we were unable to specifically evaluate this project in terms of its goals and objectives. The goals of this project were to set up a group residence for hard-to-place boys and to provide counseling for these boys. These goals have obviously been attained. However, this does not tell us much about the success or worth of the project itself.

GROUP RESIDENCE FOR HARD-TO-PLACE DELINQUENT JUVENILE BOYS

Introduction

This evaluation of the Group Residence for Hard-to-Place Delinquent Juvenile Boys has been prepared by the staff of the Project Evaluation Unit for the Governor's Commission on Crime Prevention and Control.

The evaluation of this project had certain inherent difficulties which could not be avoided. First among these is the lack of a suitable control group of "hard-to-place delinquent juvenile boys." A control group would have provided a "matching set" of clients from state correctional institutions who had not been exposed to the Group Residence program. By tracking the members of both an experimental group in the Group Residence and a control group, we would have been able to determine (a) whether being in the Group Residence has made a difference in clients' adjustments to non-institutional society, (b) whether the difference (if any) is beneficial for Group Residence clients, and (c) whether the difference (if any) is significant enough to justify the costs of the program. The results of comparing the experimental group to the control group would have made the results of our evaluation more significant. To partially compensate for the lack of a control group, we compare the "success" of the residents in the project to their previous experiences on state probation and/or parole from correctional institutions. As we shall see in Part IV of this report, Group Residence clients have been much more successful on parole through the project than on their last previous parole or probation experience. But we will not be able to rule out other causal factors, such as maturity, in accounting for the difference. With a control group, the main distinguishing variable would have been the Group

Residence experience. Any significant differences between the control and experimental groups could then have been attributed to the project.

Second, evaluation of the Group Residence was not begun until late in the fall of 1972, although the project had accepted its first resident in March of 1971. Thus, we were coming to the project with an evaluation design which had to be imposed after the project had been operating for more than eighteen months. This difficulty shows itself in two ways: (a) the design of the evaluation had to be limited to the types of information which could be obtained by going into the project after it had been in operation, instead of following the project throughout its operation; and (b) the evaluators also lost out on the possibility for developing an understanding of the project which comes from association with the project from its beginning. The information we have on the beginning of the program is limited to what is contained in the Progress Reports and in the memories of the Group Residence staff. Third, Minnesota does not have another group residence for a similar clientele (at least not during the same time period). Without a control group, the project could be compared to another like it, but this was the first of its kind. So this evaluation will be based solely on the project itself and its ability to attain its goals. Fourth, as we will see, the goals of the project are not very rigorously stated: they are not put in quantitative terms for which measures of goal attainment are practical. This makes the evaluation difficult and the validity of the results (in terms of goal attainment) somewhat questionable, unless certain assumptions about what the goals of the project are are acceptable.

On the positive side, the staff of the Group Residence has been very cooperative with members of the Project Evaluation Unit. They have made them-

selves available for interviews and have helped with the data collection. Second, the Group Residence project undertook a followup study before the Evaluation Unit started its work. The results of the followup study have been made available to us and are incorporated in this report. Third, while we were not able to follow this project from its beginning, the staff of the Group Residence has kept thorough demographic records and records of the progress of each of their clients in the program. Progress Reports to the Governor's Commission on Crime Prevention and Control have also been useful. A preliminary report by the Department of Corrections covering the operation of the project from March of 1971 to February of 1972 has also been helpful. These sources have enabled us to trace some of the developments in the project which we would otherwise lack.

The results of our research on the Group Residence for Hard-to-Place Delinquent Juvenile Boys are contained in this report, which has the following six parts: (I) a description of the Group Residence project, (II) a description of the residents of the project through January 15, 1973, (III) a description of the program activities and information on the releases of the residents, (IV) the results of the followup study of forty clients conducted in September-October 1972, (V) a cost analysis of the project, and (VI) a set of conclusions and recommendations for the Governor's Commission on Crime Prevention and Control.

PART I: THE GROUP RESIDENCE PROJECT

A. Background Information

The Group Residence for Hard-to-Place Delinquent Juvenile Boys was set up under two grants from the Governor's Commission on Crime Prevention and Control. The awards were granted to the Department of Corrections of the State of Minnesota to establish and operate the Group Residence from January 1, 1971 to June 30, 1973. (See Table 1.1 for grant information.) Program preparation for the Group Residence began February 15, 1971, and the first resident was admitted on March 29, 1971. On February 8, 1971, the Department of Corrections leased a building at 2446 Portland Avenue South in Minneapolis for the project's residential facility. The Department of Corrections took possession of this house on February 15, 1971, and the project has remained at this address since that time.

TABLE 1.1

<u>Grant Number</u>	<u>Federal Award</u>	<u>State Match</u>	<u>Total Award</u>
13-03-60-00-023(70)	\$66,128	\$46,079	\$112,207.00
13-09-60-00-023(72)	92,376	36,358	128,734.00
	\$158,504	\$82,437	\$240,941.00

The proposal for the Group Residence project was the result of research by the Department of Corrections. Surveys conducted by the Department indicated a need to develop a placement program for juvenile offenders who were returning to their communities from confinement in state correctional institutions, but for whom placements were scarce or non-existent. The surveys revealed a class of older juveniles who had failed in previous placements in group homes or foster homes, had dropped out of academic programs, had few employable skills, and were close to the age of independent placement; i.e., they were not inclined to

fit into existing group or foster home settings, nor were their family homes considered stable enough to support them immediately following their release from institutions. The Group Residence for Hard-to-Place Delinquent Juvenile Boys project was developed by the Department of Corrections to provide a community-based residential facility for juveniles who were in this "hard-to-place" category.

Although these boys were considered "hard-to-place", they were also thought to be good community risks. What was needed for these juveniles was a transitional facility which would allow them to readjust to non-institutional society. The grant was written to serve all boys who were in the "hard-to-place" category in the state.

The first objective of the grant was to obtain a facility suitable for the project. While the project would serve any hard-to-place juvenile boy in Minnesota, only Minneapolis and St. Paul were considered as potential locations for the facility because most of the boys would come from the metropolitan area.

The following criteria were considered for the location of the residence:

1. The facility will blend into the community and will allow the boy to come and go as well as mix in the neighborhood as much as possible.
2. Signs, flagstaffs, or other official-looking designation as they pertain to the residence will be avoided.
3. The ideal neighborhood will be racially, culturally, and economically diverse.
4. Commercial/residential areas or location adjoining light industrial sections are preferred. Areas in transition also will be looked upon as good sites.

The residence at 2446 Portland Avenue South in Minneapolis fulfills most of these criteria. It is located in the Model Cities area of Minneapolis. The residence had been a boarding house, so the change in residents had not been very noticeable in the neighborhood. The Group Residence has been able to

maintain a "low profile" in its neighborhood. Its location in Model Cities also puts the residence near many of the types of agencies which can benefit hard-to-place boys.

B. Project Goals and Objectives

According to the original grant application, "The plan and purpose of the Group Residence is to provide a substitute home environment with treatment programming for hard-to-place delinquent boys for whom there is no existing placement alternative." The achievement of such a goal is somewhat difficult to judge. The very existence of the Group Residence is evidence that a substitute home environment has been provided. "Treatment programming" is also difficult to measure. The Group Residence provides individual counseling for each client, but treatment of the client's problems often occurs outside of the project residence as a result of the counseling. The Group Residence staff is designed to allow counselors to assess the needs of their clients and to help them receive whatever assistance they need in solving their problems. Thus, the organization of the staff is designed to provide treatment programming.

Interviews with Dennis Smith, the Project Director, produced the following goals:

1. Provision of counseling for residents to determine what their needs and problems are and to aide residents in getting help with these problems. "Success" in achieving this goal will be determined by the results of the program in terms of recommitment to state institutions, utilization of available agencies, employment and educational activities, and adjustment to the Group Residence.
2. Teaching residents to utilize available agencies to obtain help with their problems. Agency contacts will provide a measure of achieving this goal.
3. Teaching residents that they can learn to live without resorting to illegal activities. Reccommitments for new offenses will provide a measure of achievement here.

Because the goals are not quantitatively stated, "project success" will be hard to measure. However, we will have a good picture of the actual results of this project. Whether these results will show that the project is "successful" is a subjective judgment without definite, quantitative goals. But we will offer some reasons for supporting our conclusions about the success of this project.

The lack of quantitatively-stated goals has allowed us to investigate a number of hypotheses - concerning (e.g.) age, education, skill level, and so on - about who might be successful in this program. The results of these investigations will be presented in Part III.

C. Group Residence Staff

Under the original proposal for the Group Residence, the residential facility was to provide room and board for up to twelve juveniles and a resident couple employed as house parents. The staff included a senior correctional agent, two corrections counselors, and a half-time position for a clerk-typist. Since the project has been in operation, the house parents concept for this project has been dropped in favor of a house manager during the day and a live-in night manager. This change has allowed the project to increase the number of resident clients from twelve to fourteen. The increased number of residents has been accompanied by an increase in the number of corrections counselors from two to three.

Dennis Smith was hired as the senior correctional agent after the grant was awarded in 1971. Mr. Smith has remained with the Group Residence project since it began and has since added the responsibilities of the Project Director. As the senior correctional agent, he was "to provide primary treatment services,

line supervision to counselors and house parents, and routine administration. Also the agent will be the primary coordinator of program services. He shall report to the group home supervisor and be responsible to him for operating the home." (When the first grant was awarded, the Project Director was the Group Home Supervisor of the Department of Corrections, not a member of the regular Group Residence staff. Since then, the position of Project Director has been transferred to Mr. Smith, who remains the senior corrections agent for the project.) The Group Residence agent functions as the "de facto" director of the facility and is responsible for the on-going program and its implementation. Mr. Smith describes the position as more administrative in nature than is the more traditional client-oriented corrections agent position.

The nature and structure of the Group Residence program places primary counseling responsibility on the individual corrections counselors. These responsibilities include interviewing prospective clients when they are initially referred to the Group Residence, being actively involved with the referral screening process, and participating in the final decision on placement. The corrections counselor also works with institution personnel in order to facilitate the smooth transfer of a client from an institutional to a community setting. The counselor fulfills the role of a "client advocate" with involvement in such things as various agency contacts, job development, assistance with post-release problems such as housing, financial counseling, transportation, and being of assistance during the whole process of community exposure and reintegration. The corrections counselor is expected to keep abreast with new treatment techniques and their theories of implementation. He is also held accountable for submitting the written chronological reports which are entered into the respective clients' permanent case files. He is expected to make

Project planners felt that employing separate daytime and nighttime managers would create less disruption of house operations during changes of house parents. Actually, the live-in house parents only changed one time in August of 1971. The house mother of the second couple has remained with the project as the daytime house manager.

The house manager is responsible for budgeting and the procurement of program necessities. This includes handling all the purchasing of food, clothing, and authorizations of required medical and dental treatment for clients. The house manager will also work with the corrections counselors in directing the programs in the house. The night manager is responsible for the supervision of the facility between the hours of 7:00 P.M. and 7:00 A.M. He interacts as a counselor with the clients and is also responsible for directing required clean-up activities. The night manager is not required to be awake for the entire twelve hours, but he must be able to respond to any emergency that may arise at the residence.

The original grant application also had a half-time position for a clerk-typist who would help with the correspondence and typing. The Group Residence has found that one person half-time is sufficient for most of the clerical and typing work.

Throughout the operation of the Group Residence, a strong volunteer program has been functioning. Volunteers work with the corrections counselors helping the residents. The duties of the volunteers range from counseling residents with particular problems to arranging recreational activities for residents. The use of volunteers and corrections counselors has allowed the staff to assign only two or three residents to a counselor. The low case load allows the counselors to act

as client advocates for their clients. They are able to work more closely with the residents and gain a fuller understanding of their needs and problems. The volunteers for the Group Residence are often students at the University of Minnesota, although two Urban Corps trainees were working with the project during the summer months of 1971 as corrections counselors.

During the award periods, staff stability has received most of its component through the leadership of Dennis Smith, who has been with the project since it began. The first house parents resigned in August of 1971 due to medical problems. But the wife of the second resident couple has remained with the project since that time, now employed as the daytime house manager. Mr. Louis Buggs was hired as a corrections counselor on June 3, 1971 and remained with the Group Residence until November 30, 1972, when he resigned to become the Project Director of the Big House project, a group residence in St. Paul funded by the Governor's Commission on Crime Prevention and Control. Mr. Buggs was replaced by the first night manager. Thus, the major changes in the paid staff have involved shifting current personnel to new positions. The training received at the Group Residence has also led one member of the staff to the position of director of a similar project. Most of the turnovers on the staff are among the volunteers, which is to be expected. For the most part, the staff of the Group Residence has been fairly stable since the summer of 1971.

D. Program

The potential clients for the Group Residence must be under the jurisdiction of the Youth Conservation Commission and fall in the "hard-to-place" category. This limits the referrals primarily to those boys who are being paroled but in need of placements with more stability than they already have. Referrals may be initiated by an institution caseworker, a parole agent, or private individuals

who may know about the project and a given client's situation. The main criteria for admission to the Group Residence are as follows:

1. Client must be in the age bracket of 16 through 24, and under YCC jurisdiction.
2. Clients must be male.
3. There must be no other existing or feasible placement alternatives for clients.
4. No client can be a confirmed homosexual or a psychotic.
5. The client must not be severely handicapped or retarded.
6. The client must be willing to become a part of the program. This includes the presentation of a plan to be implemented at the Group Residence by the client.

When at all possible, the client should spend a two-day, pre-placement visit at the Group Residence to exchange ideas and information concerning the program with the project staff.

When a referral of a prospective client has been made to the Group Residence, one of the staff members will meet with the client (or, perhaps, with a group of prospective clients) to discuss the Group Residence program. Before a client is admitted to the project, he must show that there is no alternative placement for him and prepare a plan which he intends to follow once he becomes a resident. The plan should include his objectives as a resident in terms of vocational training, job placement, housing after the Residence, financial counseling, education, and so on. The Group Residence program is set up for clients who are willing to make an effort to live in society successfully, an effort which will include seeking solutions to their problems and limitations. The Group Residence will not function simply as a place for bed and board for the clients.

Once a client is accepted in the program and is transferred to the Group Residence, he has a few days in which to "acclimate" himself to the non-institu-

tional setting. During this period, he is interviewed by the counselor assigned to him with whom he reviews his plan. This time is used by the counselor to get to know his client more thoroughly and by the client to adjust to the Group Residence. At this time the client and the counselor may decide what steps should be taken in order for the client to implement his plan.

During residency, the project will provide for the total needs of the client. Specifically, the Group Residence will provide his food, clothing, medical and dental requirements. A fund for spending money is maintained. Each boy may receive up to \$16.00 per month for spending money, but the exact amount given to any particular client is based on his personal monetary situation. The \$16.00 is not automatic for each client.

The Group Residence has three basic rules for the behavior of its clients. First, clients may not do any actions which are illegal. In addition, they are not allowed to bring any alcoholic beverages or drugs (with the exception of prescribed drugs) into the house - even if they are over 21 years old. Second, they must not do anything which will bring undue attention to the house in the neighborhood. The Group Residence is based on having a "low profile" in the neighborhood and will not tolerate behavior which draws attention to the house and might, in consequence, give an unfavorable image to their neighbors. Third, no resident can be "inactive". This means that each client must do something to help his own transition to a non-institutional society. Any client who uses the house simply as a place to eat and sleep and is making no plans to move into society, get a job or training, is advised that the Group Residence is not benefitting him and that he will have to move out. The Group Residence has set one month as the trial period for new residents. If a client does not adjust to the program within this time, another placement (which may include return to an

institution) is sought for him. The "success" or "failure" of the Group Residence program will be judged on the basis of the results of those clients who have been in the program for at least one month. However, we will also include information on those clients who were in the program less than one month.

An integral part of the Group Residence program is the utilization of existing agencies which can help clients solve their problems. One of the functions of the corrections counselors is to assess the needs of their clients and initiate contacts with agencies which can assist their clients - or to refer their clients to the agencies and have the clients initiate the contacts themselves. The following agencies have worked with Group Residence clients:

1. Department of Manpower Services
2. MDTA Skill Center
3. Concentrated Employment Program
4. Neighborhood Youth Corps
5. Project DeNovo
6. Division of Vocational Rehabilitation
7. Minneapolis Rehabilitation Center
8. Model Cities Precinct
9. Metropolitan Mental Health Center
10. Mt. Sinai Hospital
11. Welfare Departments
12. Twin Cities Opportunities Industrialization Center
13. American Indian Movement
14. Upward Bound Program - the University of Minnesota
15. GED Program - Minneapolis Public Schools
16. Drivers' Training Programs

Each of these agencies has agreed to work with Group Residence clients when the latter are referred to them. Mt. Sinai Hospital has been authorized to provide any needed medical treatment for Group Residence clients. All Group Residence staff members are authorized to admit a client to the hospital. There are no contractual arrangements between any of these agencies and the Group Residence.

E. Reasons for Leaving

The Group Residence staff has set up a number of "reasons for leaving" categories in which they classify those clients who have completed residency in the facility. The categories are as follows:

1. Satisfactory adjustment
2. Unable to adjust during the trial period
3. Unable to adjust after the trial period
4. New offenses
5. Runaway
6. Chronic violation of the technical rules of probation or parole
7. Other

A client who was released with "satisfactory adjustment" as his reason for leaving has been able to adjust to noninstitutional society to the extent that the Group Residence staff and the client think he can make it on his own in another placement. Clients who have been terminated from the facility because they have made satisfactory adjustments will be considered program successes. Clients who were terminated from the program because they ran away from the facility (which often involved a parole violation), committed a new offense, were unable to adjust during or after

the trial period, or committed chronic violations of technical rules will be considered program failures.

Now it is important to keep in mind that these categories are related to clients' program success or failure. We shall not assume that these categories are directly related to their success or failure in noninstitutional society. For example, a client who left the program because he was unable to adjust after the trial period may have found another placement in which he is able to function satisfactorily in society. What his reason for leaving indicates is that he was not able to adjust to the Group Residence program, not that he failed in society. Similarly, a client may have made a satisfactory adjustment in the Group Residence, yet be unable to adjust to society outside of the program.

Even with this qualification, however, we should hope to find some relationship between their reasons for leaving and their adjustment to society. We can consider those clients who committed new offenses as failures in society, for example. We also hope to find a relationship between those who were released from the project with satisfactory adjustments and those who adjusted well outside the program: we would expect that those who made satisfactory adjustments in the Group Residence would be more successful in adjusting to society without the program than those who did not make satisfactory adjustments. That is, if we find no relationship between satisfactory adjustments in the program and success after the program, then the value of the Group Residence project must be seriously questioned.

Thus when we talk about the success or failure of Group Residence clients, it is important to note whether we are discussing their program success or their success in society.

F. Funding

The Group Residence for Hard-to-Place Juvenile Boys is funded entirely through LEAA funds granted by the Governor's Commission on Crime Prevention and Control and matching state funds. No other sources of funding have been used for this project. However, the value of the volunteers and the assistance given to the project through the agencies working with the Group Residence clients should not be considered lightly. The project is operated by the Department of Corrections and has no existing board of directors or citizens advisory council connected with its operation. Since LEAA funds will no longer be provided after June 30, 1973, and no legislative funds were appropriated, the program will terminate at that time.

PART II: GROUP RESIDENCE CLIENTS

Since the Group Residence has been open, it has had eighty-six clients through January 15, 1973.*

A. Basic Demographic Data

In this part of the report, we will present a demographic picture of the clients of the Group Residence. This picture will show that the clients are indeed "hard-to-place" and will provide a background against which we can judge the effectiveness of the project.

<u>Classification</u>	<u>Number</u>	<u>Per Cent</u>
Juveniles	64	74.4
Youthful Offenders	22	25.6
TOTAL	86**	100.0

**The total number of clients includes two individuals who have been residents twice. Each time is counted individually here.

As Table 2.1 shows, 74.4 percent of the residents in the Group Residence have been classified as juveniles by the Youth Conservation Commission, while 25.6 percent are classified as youthful offenders. While these figures reflect the YCC classification of all the residents in the project, they are somewhat misleading, as according to a Department of Corrections report, there has been an increase in the proportion of youthful offenders accepted

*Of the 86, two boys have been residents in the project twice. Since these were separate occasions for each of the boys and since their backgrounds changed between residencies, we have counted each visit as a separate individual.

in the Group Residence.* This report shows that only 10 percent of the first forty residents were youthful offenders. As of January 15, 1973, 33.3 percent of the current residents were youthful offenders. These figures show a significant trend in the Group Residence policies toward accepting more youthful offenders than they originally did. Dennis Smith, the project director, thinks this trend will continue until 50 to 75 percent of the residents are youthful offenders. Part of the basis for the trend is that the Big House Group Home Project, which opened in St. Paul in late 1972, is set up for hard-to-place boys of a younger age than the Group Residence clientele. Younger clients who might have been placed at the Group Residence in 1971-72 may now be placed at Big House. If this turns out to be so, the clients in the Group Residence will include larger proportions of youthful offenders.

Table 2.2 presents the data on the ethnic backgrounds of the clients of the Group Residence project. As the table shows, over 75 percent of all the clients were white.

<u>Ethnic Background</u>	<u>Group Residence</u>	<u>Department of Corrections</u>
White	76.7%	80.7%
Black	7.0	7.1
American Indian	15.1	10.5
Chicano	1.2	1.0
TOTALS	100.0%	99.3%
N =	86	1970

*"An Analysis of the Group Residence for Hard-to-Place Juvenile Boys, March, 1971 to February, 1972" prepared by the Dept. of Corrections.

The figures in Table 2.2 demonstrate that the ethnic backgrounds of the Group Residence clients are fairly representative of the clients released from state correctional institutions. Only slight deviations occur in whites and American Indians. About 5 percent more Indian boys have been placed at the Group Residence than would be expected from a purely random assignment from all releases and roughly 4 percent fewer white boys were placed at the Group Residence than might have been predicted.

The success or failure of Group Residence clients in society will depend, to some extent, on their abilities to get jobs. The following set of tables shows the extent to which Group Residence clients need more education and training.

Estimate	Number	Per Cent
Superior	1	1.2
Bright Normal	21	24.4
Average	27	31.4
Dull Normal	27	31.4
Borderline	9	10.5
Defective	1	1.2
TOTALS	86	100.0

Skill Level	Number	Per Cent
Semi-skilled	17	19.8
Unskilled	68	79.1
Unknown	1	1.2
TOTALS	86	100.0

Grade	Number	Per Cent
07	2	2.3
08	8	9.3
09	20	23.3
10	15	17.4
11	20	23.3
12	15	17.4
GED	5	5.8
Unknown	1	1.2
TOTALS	86	100.0

Age	Number	Per Cent
16 years	17	19.8
17 years	28	32.6
18 years	18	20.9
19 years	6	7.0
20 years	7	8.1
21 years	5	5.8
22 years	5	5.8
TOTALS	86	100.0

Table 2.3 shows that only 25.6 percent of all Group Residence clients scored above average on examinations designed to measure intelligence levels, while 43.1 percent were below average. Table 2.4 shows that 79.1 percent of the residents were unskilled and 19.8 percent of them were semi-skilled. None of the youths admitted to the Group Residence were considered skilled when they entered the program. Although most of the clients were juveniles

and, therefore, unlikely to be skilled workers, the data on level of skill become significant when we know that most of the residents have completed the education they are likely to have when they enter the job market. Table 2.5 shows that only 23.2 percent of the Group Residence clients have finished high school or have completed the requirements for a GED, high school equivalency diploma. Since many jobs depend on skills and/or high school diplomas, or their equivalents, most of the members of this group will have less opportunity for successful employment - particularly when these data are combined with the fact that all of them are returning to society from correctional institutions.

Table 2.6 shows the age distribution among the residents. We see that approximately 50 percent of the clients are eighteen years old or older. Most of these clients will seek independent placements after they leave the Group Residence. They will want to be able to live in society on their own. Most of them have completed the education they will have, few have job skills, most lack basic educational requirements for successful employment, and many more are of below average intelligence. (These data support the contention that the group home is accepting hard-to-place boys.)

Two other kinds of information give us part of the picture of the type of clients served by the Group Residence. Many of these clients have no placement alternatives because their homes are not considered stable enough to help them, or because they have no homes which would take them. Table 2.7 shows the marital status of the clients' natural parents and Table 2.8 shows the living situation of the client prior to his latest commitment. From Table 2.7 we see that only 36 percent of the Group Residence clients had natural parents who were still married and living together. Thirty-eight percent of the clients had parents who

were divorced and 11.7 percent had one or both parents deceased. Assuming that a family home with two parental figures might be more stable than a home with only one, returning to the home of their natural parents was an alternative open to only about one-third of these clients. But Table 2.8 shows that some of the clients were not living with both natural parents at the time of their most recent institutionalization. A comparison of Tables 2.7 and 2.8 shows that while 36 percent of the clients' parents were married and living together, only 25.6 percent of the clients were living with their natural parents at the time of their most recent incarceration. Finally, we must also consider that whatever the living situations the clients had prior to their latest commitment, they were unable to stay in society without resorting to illegal behavior.

Marital Status	Number	Per Cent
Married, living together	31	36.0
Both parents deceased	1	1.2
Mother deceased	3	3.5
Father deceased	6	7.0
Divorced	33	38.4
Legal separation	3	3.5
Mother deserted	1	1.2
Father deserted	3	3.5
Never Married	3	3.5
No information	2	2.3
TOTALS	86	100.0

TABLE 2.8

Living Situation at Latest Commitment

Living with	Number	Per Cent
Both natural parents	22*	25.6
Mother	17	19.8
Mother and stepfather	12	14.0
Father	5	5.8
Father and stepmother	4	4.7
Adoptive parents	3	3.5
Relatives, friends	8	9.3
Boarding, foster home	4	4.7
Independent	8	9.3
Group home/halfway house	1	1.2
Other	2**	2.3
TOTALS	86	100.0

*Includes one juvenile whose parents are now legally separated.
 **Includes one youthful offender who was living with his stepmother, father deceased.

A final part of the demographic picture of the clients of the Group Residence is brought out by looking at the county of residence of these clients. The Group Residence project was set up in Minneapolis partly because it was thought that most of the clients of this project would be from the metropolitan area. Table 2.9 supports this part of the plan. Table 2.9 shows that most of the clients have come from the metropolitan area. Forty-three percent of the clients have come from Hennepin or Ramsey counties, while 58.2 percent of all the residents come from the seven county metropolitan area. But the Group Residence has had clients from twenty-three other counties, indicating that it does serve the state as a whole. These figures support the planning principle according to which the project

was located in Minneapolis. Most of the Group Residence clients will continue to live in a metropolitan area, so the social setting to which they should re-adjust should be a metropolitan area.

TABLE 2.9

County of Residence

County	Number	Per Cent
Hennepin	29	33.7
Ramsey	8	9.3
Other metro area counties*	13	15.2
Outside metro area	36	41.8
TOTALS		

*Includes Anoka, Carver, Dakota, Scott and Washington

B. Correctional History

Section A dealt with basic demographic data of the residents in this project. This section presents data on the correctional histories of these participants. These data also support the thesis that the residents in this project are hard-to-place. Many of the clients have extensive criminal histories and long periods of institutionalization when they entered the Group Residence.

As a general index of the degree of involvement in the Criminal Justice System, we may use the number of times the youth has been adjudicated delinquent and the number of times he has been placed on probation from MRDC following commitment to the YCC or placed on parole from a state correctional institution. Table 2.10 provides this information.

Number of Times	Adjudicated Delinquent	Probation or Parole
One	73.3%	27.9%
Two	15.1	29.1
Three	5.8	27.9
Four	3.5	10.5
Five	2.3	3.5
Six	0.0	1.2
TOTAL	100.0	100.0

Table 2.10 shows that 26.7% of the Group Residence clients have been adjudicated delinquent more than once, while 72.2 percent of all the clients have been on state probation or parole more than once. The range for probations or paroles is from one time (namely this time) to six. These figures indicate that the clients of this project have had extensive contact with the criminal justice system.

Another measure of the clients' involvement with the criminal justice system is the number of months the clients have spent in correctional institutions. Table 2.11 shows the total number of months spent in correction institutions, and the number of months spent in correctional institutions due to the clients' most recent offenses or revocations. As shown in Table 2.11, 53.5 percent of all clients have been in correctional institutions for a year or more, while only one-fourth of all clients have been in institutions for six months or less. According to data not shown in Table 2.11, juveniles averaged 13.0 months in correctional institutions, while the youthful offenders averaged 22.7 months total time in institutions. The average number of total months for all residents turns out to be 15.5 months. Perhaps more significant is the fact

that 50 percent of the juveniles have been in state correctional institutions for more than one year. 63.6 percent of the youthful offenders have been in correctional institutions for a total of more than one year, while 22.7 percent of them have been in correctional institutions for more than three years.

Number of Months	Total Time	Most Recent
0 - 6	24.5%	52.3%
7 - 12	22.1	31.4
13 - 18	20.9	8.1
19 - 24	17.4	4.7
25 - 30	8.1	Over 24 mos. 3.5
31 - 36	1.2	
Over 36	5.8	
TOTAL	100.0	100.0
N = 86		

Sixteen percent of the residents have spent a year or more in institutions for their most recent offense (14 percent of the juveniles, 32 percent of the youthful offenders). Slightly more than one-half (52.3 percent) of all residents were incarcerated six months or less for their most recent offense. In data not shown, the average number of months in institutions for most recent offense or revocation is 7.9 months, the juvenile average being 6.2 months, but the youthful offender average being 13.0 months. These data become important when one considers the thesis that the longer an individual is held in an institution the more difficult is his adjustment to non-institutional society. (Further

information on this point will be presented later.) The average age of the residents is 17.9 years at the time of admission to the Group Residence. Thus, the Group Residence clients are older juveniles with histories of extensive time spent in state correctional institutions.

We have some information on the offense histories of a number of the Group Residence clients. The following tables present this information with a breakdown of the offenses into six classes: offenses against persons, offenses involving property, automobile offenses, juvenile offenses, offenses against themselves, and others. The information in these tables is based on 32 (or 50 percent) of the juveniles and 19 (or 86.4 percent) of the youthful offenders for a total of 51 (or 59.3 percent) of all the residents. Lack of information on these offenses for the other residents is due to a change in the forms used by the Group Residence approximately halfway through the period under study.

<u>TABLE 2.12</u>				
<u>Offense Breakdown by Juvenile and Youthful Offenders</u>				
<u>Known to Have Committed Offenses</u>				
<u>Offense</u>	<u>% Committing Crime</u>	<u>% This Offense of Known Offenses</u>	<u>% Committing Crime</u>	<u>% This Offense of Known Offenses</u>
Property	81.3%	49.4%	94.7%	42.4%
Juvenile	78.1	29.4	57.9	26.4
Against Self	28.1	6.9	42.1	16.7
Automobile	18.8	4.4	26.3	6.3
Person	15.6	5.0	26.3	5.6
Other	12.5	5.0	15.8	2.8
TOTAL		100.0		100.0
N =	32	160	19	144

Comparison of the statistics in the table show that the distribution of offenses for juveniles and youthful offenders is similar for both classes of clients. The largest class of offenses involves property. Eighty-one percent of the juveniles in the sample are known to have committed property offenses, while ninety-five percent of the youthful offenders have committed property offenses. The next largest group of offenses is that of juvenile offenses, that is, offenses for which adults would not be charged. Seventy-eight percent of the juveniles and 58 percent of the youthful offenders have committed these offenses. Juvenile crimes are followed by crimes against self, crimes involving automobiles, crimes against persons and other crimes, in descending order.

Data derived from Table 2.12 also show that the average juvenile client is known to have committed five offenses, while the average youthful offender is known to have committed 7.57 offenses. Thus, both juveniles and youthful offenders have histories of offenses which indicate that they have not been productive members of society. The differences between the juveniles and youthful offenders may be accounted for by the fact that the youthful offenders are older and, therefore, have had more time to commit offenses.

A final part of our picture of the Group Residence clients is obtained by looking at the sources of referral to the project. Most of the clients were referred by the institutions from which they were released. Over 80 percent of the juveniles come from either the Minnesota Reception and Diagnostic Center at Lino Lakes or from the State Training School at Red Wing. Nearly 70 percent of the youthful offenders were referred to the Group Residence by the State Reformatory for Men at St. Cloud, while another 18 percent were referred by field services personnel.

The data presented in Sections A and B show quite clearly that the clients of the Group Residence are "hard-to-place" juveniles and youthful offenders who have extensive histories of involvement in the criminal justice system, who lack the basic skills and education needed in the employment market, and who are close to the age of independent living with few, if any, alternative placements outside the Group Residence.

PART III: PROGRAM EFFORTS AND RESULTS

Part II presented a description of the Group Residence clients in terms of basic demographic characteristics and correctional histories. To determine the effectiveness of the program in terms of these clients, we need to turn to a discussion of the Group Residence program itself. Part III will include:

- A. a description of the activities of the Group Residence Program;
- B. a summary of the results of the program; and
- C. & D. an examination of factors, both internal and external to the program, related to the success or failure of clients in the program.

This section will present a thorough analysis of the types of client characteristics which are related to differential degrees of participation or success in the Group Residence program, especially noting any differences between juveniles and youthful offenders in the program. The discussion will utilize information on the 77 clients who had left the program as of January 15, 1973, but does not include clients who had not yet terminated from the program.*

*This number includes the juvenile boy who was back in the project a second time and counts each residence of the juvenile who had been through the project twice.

A. Program Activities

One of the goals of the Group Residence program, as already mentioned, has been to encourage clients to utilize available agencies to obtain help with their problems. The Group Residence has a working relationship with 16 agencies which have agreed to serve their clients. Of the 77 former clients, 69 percent did contact one or more of these agencies (71 percent of the juveniles and 63 percent of the youthful offenders). For those persons who did contact outside agencies, the average number of agencies contacted was 2.7 per person. These figures indicate that the Group Residence program was successful in encouraging a significant proportion of its clients to seek help from existing agencies. Unfortunately, we do not have data which would tell us how often a client contacted an agency, how effective the agency was in helping the client, or why some clients did not contact any agencies. Thus, it is impossible to determine how effectively the agency contacts program actually helped the clients involved.

Nonetheless, it is important to examine the nature of the agencies which were contacted most frequently by the clients in the Group Residence program. Table 3.1 gives a distribution of the agencies and the percentage of individuals contacting each agency at least once.

TABLE 3.1

Agency Contacts by Group Residence Clients*

Agency	% of Juvenile Contacts	% of Youthful Offender Contacts	% of Total Contacts
Department of Manpower Services	34.5	21.9	31.7
MDTA Skill Center	2.7	0.0	2.1
Concentrated Employment Program	1.8	0.0	1.4
Neighborhood Youth Corps	4.6	0.0	3.5
Project DeNovo	2.7	3.1	2.8
Division of Vocational Rehabilitation	10.9	28.2	14.8
Minneapolis Rehabilitation Center	5.5	3.1	5.0
Model Cities Precinct	.9	0.0	.7
Metropolitan Mental Health Center	.9	3.1	1.4
Mount Sinai	19.1	21.9	19.7
Welfare Departments	5.5	3.1	5.0
Twin City Opportunities Indus. Center	4.6	3.1	4.2
American Indian Movement	0.0	3.1	4.2
Drivers' Training Program	3.6	3.1	3.5
Upward Bound Program (U. of Minn.)	2.7	0.0	2.1
GED Program (Mpls. Public Schools)	0.0	6.3	1.4
TOTAL	100.0%	100.0%	100.0%
NUMBER OF CONTACTS	110	32	142

*The percentages in this table are based on the number of individuals who contacted each agency, not the total number of contacts made with the agency.

The table shows that the Department of Manpower Services, the Division of Vocational Rehabilitation, and Mount Sinai Hospital handled the greatest proportion of clients, youthful offenders and juveniles alike. Since contacts with Mount Sinai were primarily for necessary medical care, it is important to note that the remaining two agencies are employment-oriented. In fact, over 50 percent of the client contacts shown in Table 3.1 are with agencies which help people obtain employment or help them

improve their employment skills. This information would indicate that one important component of a community-based residential program for ex-offenders is the availability of employment counseling and skills training.

In addition to agency contacts, the counseling and program activities within the Group Residence centered on three problem areas of the residents: vocational training, employment and regular academic work. We can make three classes of program activities for these problems: (a) training, vocational and pre-vocational; (b) academic, high school or college attendance, or GED preparation; (c) employment, either full-time, part-time or irregular (odd jobs). It is possible for clients in the program to have been involved in all, some or none of these activities. Table 3.2 shows the distribution of client participation for juveniles and youthful offenders in the program activities.

Activity	Juveniles	Youthful Offenders	TOTAL
None	15.5	5.3	13.0
Academic	3.4	15.8	6.5
Training	3.4	26.3	9.1
Employment	48.3	42.1	46.8
Academic & Training	6.9	0.0	5.2
Academic & Employment	5.2	5.3	5.2
Training & Employment	13.8	5.3	11.7
All three activities	3.4	0.0	2.6
TOTAL	100.0%	100.0%	100.0%
N=	58	19	77

It is evident from this table that most of the Group Residence clients participated in at least one of the three sets of activities open to them. although it is not clear why 15.5 percent of the juveniles did not participate in any of the activities. Of those who did participate, over 90 percent were involved in either vocational training or employment activities. This finding parallels that of agency contacts where we found that most contacts were made with employment-oriented agencies.

If we examine the differences between juveniles and youthful offenders in Table 3.2 we are likely to conclude that there was significantly different participation in activities between the two groups. However, the mean number of activities participated in by juveniles was 1.2 and the mean number of activities participated in by youthful offenders was 1.1. In addition, Table 3.3 below shows the proportion of each type of client engaged in each type of activity.

Activity	Proportion of Juveniles	Proportion of Youthful Offenders
Academic	18.9%	21.1%
Training	27.5%	31.6%
Employment	70.7%	52.7%

*The percentages in Table 3.3 do not sum to 100 since individuals could be involved in more than one activity.

This table indicates there is little difference between the proportion of juveniles and youthful offenders participating in the academic and training activities, but that more juveniles than youthful offenders were employed.

To compare the participation of juveniles and youthful offenders in all the activities of the Group Residence program, we need to use information from all the tables presented thus far. The following differences are important and should be noted:

(1) juveniles were slightly more likely to contact outside agencies for help (page 33); (2) juveniles were more likely than youthful offenders not to be involved in any of the three program activities (Table 3.2); (3) if involved, however, juveniles were more likely to be active in more than one program (Table 3.2); and (4) juveniles were more likely to be employed (Table 3.3). It is difficult to ascertain what the consequences of these differences were on the success or failure of juveniles or youthful offenders in the program; however, we will keep these differences in mind when we examine other differences between the two groups.

In summary, it appears that the program activities were effectively oriented to appeal to both juvenile and youthful offenders and that both groups actively participated in the activities. The academic activities appear to have stimulated less interest and involvement than the other activities and this is consistent with the expectations of the program planners.

Until we examine, however, the success or failure of clients in the program based on their participation in these activities, we will be unable to determine whether the program activities contributed substantially to the successful adjustment of clients to the Group Residence Program. This will be done in Part C of this section.

B. Program Results

To assess the results of the Group Residence program, we will be concerned with the reasons clients left the program. "Reason for Leaving" will be considered an indicator of degree of successful adjustment by clients to the Group Residence program. "Satisfactory adjustment" indicates successful adjustment to and completion of the program to the satisfaction of the staff. "New offense" and "runaway" indicate complete failure to adjust to the program. "Unable to adjust during the trial period" and "unable to adjust after the trial period" indicate varying degrees of maladjustment, although sufficient maladjustment to warrant termination from the residence. Thus, "satisfactory adjustment" indicates complete program success, while the other reasons for leaving indicate program failures.* (We must

*Although the project director of the Group Residence program prefers not to consider clients who did not remain in the program for the trial period of one month as successes or failures, we treat them as program failures. We consider the inability of these clients to adjust to the program as indicative of an important type of failure by the client and thus have classified them

keep in mind that these reasons for leaving indicate the success or failure of the client in the Group Residence program. Success or failure in society after leaving the program will be discussed in Part IV.) Table 3.4 shows the distribution of former residents according to "Reason for Leaving":

Reason	Juveniles	Youthful Offenders	TOTAL
Satisfactory Adjustment	46.6%	31.6%	42.9%
Unable to adjust during trial period	8.6	21.1	11.7
Unable to adjust after trial period	13.8	15.8	14.3
New Offense	12.1	15.8	13.0
Runaways	15.5	10.5	14.3
Chronic violation of technical rules	1.7	0.0	1.3
Other	1.7	5.3	2.6
TOTAL	100.0%	100.0%	100.0%
N=	58	19	77

Examination of Table 3.4 points up two major differences between juveniles and youthful offenders: 1) juveniles were more likely to be released for satisfactory adjustment (47 percent compared to 32 percent of youthful offenders), and 2) more youthful offenders were unable to adjust to the program during the trial period (21 percent compared to 9 percent for juveniles).

Accordingly. Since we are not assigning blame or credit to the program based on the proportion of successes, but rather are interested in the dynamic interaction of factors which contribute to success in and out of the program, this classification scheme should be acceptable.

The difference between juveniles and youthful offenders in terms of satisfactory adjustment can be attributed almost entirely to the difficulty youthful offenders had in adjusting to the program during the trial period. If we examine some of the other differences between juveniles and youthful offenders, we note that youthful offenders also had been institutionalized for longer periods of time, had usually committed more severe offenses, and, of course were older than the juveniles. Any of these factors could have contributed to the greater difficulty youthful offenders had adjusting to the program. The relationships between these other factors and "Reason for Leaving" will be analyzed in Parts C and D to help clarify the differences between juveniles and youthful offenders.

For further analysis, it will be useful to separate clients into two groups for comparison: clients who were successful in the program and clients who were unsuccessful in the program. Based on the distinction between success and failure according to "reason for leaving", we can reclassify the former residents as follows:

	Juveniles	Youthful Offenders	TOTAL
Success	46.6%	31.6%	42.9%
Failure	53.4	68.4	57.1
TOTAL	100 0%	100.0%	100.0%
N=	58	19	77

This breakdown by program success will be crosstabulated with other important program and non-program variables to search out factors which seem significantly related to success in the Group Residence program. This process will enable us to also determine the source of the difference in program success between juveniles and youthful offenders as shown in Table 3.5. It is clear by looking at the table that a great proportion of juveniles were successful in the program than youthful offenders. Parts C and D should explain some of this difference.

To summarize this discussion about client success in the Group Residence program, two important qualifications are necessary. First, the actual proportion of clients succeeding in the program has not been stressed because, without a suitable group for comparison, we are unable to state whether the proportion of successes in the Group Residence is comparatively high or comparatively low. In fact, the only statement we can make is that program successes appear to be about as frequent as program failures. The reader will have to decide for himself whether this success ratio merits approval or disapproval. Secondly, the reader should be careful not to attribute either program successes or program failures to the Group Residence program at this time. Until we are able to determine what factors are related to program success, it is equally likely that factors outside the Group Residence program are responsible for program successes or

failures. The next two parts will be concerned with attempting to sort out the factors which contributed to program success.

C. Program Variables and Program Success

In this section we will examine the relationship between the success of clients in the Group Residence program and other variables internal to the program in order to select those variables which seem to have a significant impact on program success. Any differences in the relationships between juvenile and youthful offenders also will be noted. The variables whose relationships to program success will be analyzed include: agency contacts by clients, participation in program activities (academic, training or employment), time spent in and number of detentions in the Group Residence home.

Table 3.6 shows the degree of relationship between these variables and success or failure in the Group Residence program. In interpreting the values shown in the table, one should not concentrate on the specific numeric values, but rather use the numbers to establish a rank order among the variables in terms of their degree of relationship to program success. On that basis we will proceed to discuss each of the relationships in the table in descending order of importance with regard to program success.

TABLE 3.6

Degree of Relationship between Success in
Group Residence Program and Internal Program Variables
for Juveniles and Youthful Offenders*

	Relationship to Program Success of All Clients Juveniles Youthful Off.		
AGENCY CONTACTS			
1. Did client contact agency? (yes/no)	.35	.22	.62
2. Number of agencies contacted by client(0-6)	.34	.28	.43
PROGRAM ACTIVITIES			
3. Participation in academic program (yes/no)	-.44	-.50	-.20
4. Participation in training program (yes/no)	.41	.38	.54
5. Participation in employment program (yes/no)	.56	.69	.52
6. Number of program activities participated in (0-3)	.34	.39	.33
PROGRAM VARIABLES			
7. Time spent in home (1 day to 16 mo.)	.86	.82	1.0
8. Number of detentions in home (0-17)	-.10	-.14	-.07

*The numbers in this table represent the relationship between program success and program variables. The direction of the relationship is shown by the sign of the number and the strength of the relationship by the size of the number. Negative one (-1.0) is interpreted as a perfect negative relationship, zero as no relationship, and positive one (+1.0) as a perfect positive relationship.

For example, a positive relationship means that as the values of one variable increase, the values of the other variable also increase. On this basis, one could interpret the first row of Table 3.6 as follows: there is a moderate positive relationship between success in the Group Residence program and whether a client contacted an agency. That is, clients who contacted agencies were more likely to be successful in the program, and this appears to be much more significant for youthful offenders than for juveniles.

The measure of association whose values are shown in the table is gamma, an ordinal measure with possible values ranging from -1 to +1.

The highest relationship evidenced in Table 3.6 is between time spent in the Group Residence home and success in the program. In other words, the longer a client remained in the home, the more likely his reason for leaving was "satisfactory adjustment". To some extent this relationship is artificial since only clients who were adjusting satisfactorily were allowed to remain in the program. Thus, success is defined, at least implicitly, in terms of time. The relationship is still interesting, however, since its strength lends credence to the idea that program variables during the course of the client's stay in the program were responsible for client success or failure. It is perhaps easiest to interpret this relationship by turning to an examination of the more specific activities a client was likely to engage in if he remained in the Group Residence program.

Both agency contacts and the three program counseling activities are moderately to strongly related to client program success. Participation in any of the three activities of the counseling program appears to have a stronger impact on client success than does contact with an agency. In addition, significant differences occur among the three activities: pre-vocational or vocational training and employment are positively related to client success, while academic preparation is negatively related to client success. This is by far one of the most interesting and important findings of this study.

Without further information, we can only speculate here as to why participation in the academic program was negatively related to success. The findings do suggest that program planners and administrators evaluate the program in terms of other differences between the three activities. It is possible that clients sought academic training because they thought it was the thing to do even though it was not suited to their talents or immediate needs. The data do suggest that vocational training and employment contribute most to program success and that the program should concentrate on these activities. However, the academic program should definitely be retained until the program is evaluated in terms of other differences between the three activities. For example, perhaps those in the academic preparation program received less counseling, less peer support, or perceived the program as less relevant to their immediate needs. These would be other variables one would wish to examine were the data available. As it is, we must simply note that vocational training and employment were very positively related to program success, while academic preparation was negatively related to program success.

The strength of the relationship between agency contacts and program success is consistent with the positive relationships just discussed since most of the agency contacts were with employment-oriented agencies. It appears thus that the Group Residence program's counseling efforts were in areas which were highly

related to success in the program. We must be careful not to assume that these are causal relationships, but regard them as important correlations.

The sole variable which appears to have little relationship with program success was the number of detentions a client received while a resident in the program. We could speculate here that detentions represent minor infractions, while more serious offenses resulted in termination from the program. For that reason, it could be argued that program successes and failures both received about the same number of detentions.

If we now examine Table 3.6 to compare juveniles and youthful offenders, we note several important differences. It appears that agency contacts and participation in the training program contributed more to the success of youthful offenders, while participation in the employment program contributed more to the success of juveniles (although its contribution to the success of youthful offenders also was high). On the other hand, participation in the academic program was more strongly related to the failure of juveniles. To some extent, these differences suggest that youthful offenders were more future-oriented, i.e., more willing to work to prepare for the future. Juveniles, on the other hand, benefited particularly from employment, which could be considered the solution to an immediate need for money. While this is a highly tentative explanation, we would at least

suggest that group residence programs consider developing different sets of activities or emphases for juveniles and youthful offenders.

Based on the differences reflected in Table 3.6 between juveniles and youthful offenders, we can now partially explain the higher overall success rate for juveniles in the program. The reader will recall from earlier discussion that juveniles were more likely to be employed while in the program than youthful offenders. The findings in Table 3.6 demonstrate that employment was highly related to client program success; this points out one of the contributing factors for the higher juvenile success rate. Other factors, however, probably contributed also, including severity of the offense committed and the number of months institutionalized for the most recent offense. These are some of the external variables which will be examined in Part D in terms of their relationship to program success.

D. External Variables and Program Success

In this section we will examine variables which were beyond the control of program planners and their relationship to the success of clients in the Group Residence program. Again, we will create a table which summarizes these relationships.

	Relationship to Program Success of All Clients Juveniles Youthful Off.		
Intelligence Estimate (above avg./ avg./ below)	.14	.01	.61
Severity of Latest Offense (most severe/severe/least severe)	.02	.03	.38
Months in Institution from Latest Offense (0-6 mo./ 7-12 mo./more than 12 mo.)	-.24	-.24	-.10
Total Months In Institution (0-6 mo./7-12 mo./13-18 mo./ 19-72 mo.)	.02	.01	.13

Perhaps the most noticeable point about Table 3.7 is that, as a whole, the relationships are weaker than the relationships between program success and program activities (Table 3.6). This would support the proposition that the characteristics of the Group Residence program were the most important factors in determining client success or failure in the program. Nonetheless, it is important to examine the nature of the relationships which do exist.

The relationship between estimated intelligence and program

*The numbers in this table reflect the direction and strength of the relationships between client program success and external variables. Gamma is the measure of association used. For a fuller explanation, see the footnote on page 43 referring to Table 3.6.

success is weak when all clients are considered. However, notice that a very strong relationship exists when looking only at youthful offenders. It is extremely important to realize here that we are working with only 19 youthful offenders and that such a small number of clients affects the relationship significantly. The reader should be very skeptical of any conclusions based on such a small number of cases.

Severity of latest offense also appears to bear little relationship to success in the program.* This may be due to the classification scheme for offenses which was used, to the fact that no youthful offenders were classified for "least severe" offenses, or simply to the absence of a relationship between the severity of the offense committed and the success of the client in the Group Residence program.

The only external variable which appears to be related to program success is the number of months the client spent in an institution for his latest offense. We examined this variable and total number of months institutionalized because of the thesis which posits the longer an individual is held in an institution, the greater difficulty he or she will have in adjusting to non-institutional life. The data in Table 3.7 lend some support to this thesis since there is a slight negative relationship between the number of months the client was most recently institutionalized and his later program success. However, it is important

*The classification scheme for severity of offense was adopted from a scale used by Empey and Lubeck in The Silverlake Experiment. See Appendix A for the classification breakdown.

to note that this relationship is weaker than almost all the relationships between program variables and program success. This indicates that while the thesis about institutionalization may have some bearing on program success in the Group Residence program, it is a less important factor than many of the characteristics of the program itself.

SUMMARY

The activities of the Group Residence program in which the client participated appear to be the most important factors in determining client success in the program. In Part IV we will turn to a discussion of the relationship between success of the client in the Group Residence program and success of the client in society after leaving the program. This relationship is crucial for justifying the merits of the program.

PART IV: POST-PROGRAM RESULTS

Part III provided a description of the activities and adjustment of clients while in the Group Residence program. Successful adjustment to the program, however, is not necessarily an indicator of success when the client leaves the program. In this section we will try to determine whether "satisfactory adjustment" to the Group Residence program is indicative of future adjustment to society. To study this relationship, we will examine the placement of clients after residence in the program and the results of a follow-up study on the first 39 clients released from the Group Residence. The four parts of this section are:

- A. Placement of Group Residence Clients after Residence,
- B. Description of Follow-up Clients,
- C. and D. An examination of factors, both internal and external to the program, related to the adjustment of clients after leaving the program (using follow-up data).

A. Placement of Group Residence Clients after Residency

One indicator of the success of clients upon leaving the program is their placement after residency, i.e., was the client placed into a correctional or noncorrectional setting? In fact, this is the only information we have on all the clients after

they left the program. Table 4.1 shows the distribution of clients' placements after leaving the program.

	Juveniles	Youthful Offenders	All Clients
Correctional Institution	24.1	15.8	22.1
Both Natural Parents	8.6	0.0	6.5
Mother Only	5.2	5.3	5.2
Father Only	3.4	5.3	3.9
Relatives, Friends	12.1	10.5	11.7
Independent	32.8	52.6	37.7
Group Home	3.4	0.0	2.6
Military	5.2	0.0	3.9
Other	5.2	10.5	6.4
TOTAL	100.0%	100.0%	100.0%
N=	58	19	77

The table indicates that former clients were placed into a wide variety of settings upon leaving the program, but that only 22 percent were placed into correctional institutions. Without a similar group for comparison, it is difficult to assess whether this is a high or low figure; however, it does not appear to be excessive. The table also illustrates a number of differences between juveniles and youthful offenders. A greater proportion of juveniles were placed into correctional institutions while a greater proportion of youthful offenders were placed independently. These differences are particularly difficult to explain since proportionally more juveniles succeeded in the program. They do

suggest that perhaps different criteria were applied to juveniles and youthful offenders who failed in the program and then needed alternative placement. Program administrators would be best equipped to explain these findings.

Given this distribution of placements after residency, it is possible to reclassify the distribution into categories of "success" and "failure". We will define a correctional placement after leaving the Group Residence as a failure and a noncorrectional placement as a success. Since we are interested in determining whether success in the program is related to success after leaving the program, it is informative to examine the relationship between program success and placement after residence. The relationship is shown in Table 4.2.

<u>Reason for Leaving Group Residence</u>		<u>By Placement After Leaving Group Residence</u>		
		REASON FOR LEAVING Program Success	Program Failure	TOTAL
PLACEMENT AFTER RESIDENCY	Correctional	0.0	48.7	24.6
	Noncorrectional	<u>100.0</u>	<u>51.3</u>	<u>73.6</u>
	TOTAL	100.0%	100.0%	100.0%
	N=72			
	Gamma = 1.0; Tau _b = .55			

All program successes were placed into noncorrectional settings, but only one-half of the program failures were placed into correctional institutions. The resulting high correlation shown

between placement after residency and program success in Table 4.2 is not unexpected. The two variables are not independent since success or failure in the program usually determined the client's placement when leaving the program. It is crucial, therefore, that we have some additional information about clients after termination from the program if we are to make any statements about the relationship between program success and future adjustment. We do have such follow-up information on the first 39 clients terminated from the program. A description of their post-program activities follows in Part B.

B. Description of Follow-up Clients

A follow-up study on former residents of the Group Residence program was conducted in September and October of 1972 by a research worker hired by the Group Residence. The study group consisted of all the clients who had been released from the Group Residence at least six (and up to seventeen) months prior to the beginning of the study. Before we describe the activities of the follow-up clients, it is important that we establish that the follow-up clients are representative of the Group Residence clients as a whole. If the follow-up clients are representative, then we should be able to generalize the findings of the follow-up study to all former clients of the Group Residence program.

To determine whether or not the follow-up group is repre-

sentative of the entire group of former residents, the two groups had to be compared in terms of demographic data, correctional histories, participation in program activities and program success. Such a comparison was made on the distributions of the following variables:

DEMOGRAPHIC VARIABLES

County of Residence
Race
Correctional Classification
Intelligence
Educational Level
Occupational Skill Level

CORRECTIONAL HISTORIES

Age at Admission to Group Residence
Number of Times Adjudicated
Total Number of Months in Correctional Institutions
Months in Correctional Institutions from Latest Offense
Severity of Latest Offense

PROGRAM ACTIVITIES AND SUCCESS

Agency Contacts (yes/no)
Number of Agencies Contacted
Participation in Employment Program
Participation in Training Program
Participation in Academic Program
Number of Program Activities Participated In
Length of Time in Group Residence
Reasons for Leaving Group Residence
Program Success

One sample tests of significance were performed on each of these variables to determine whether or not the follow-up clients differed significantly from the entire group of clients.* None

*For a further explanation and the exact results of the tests, see Appendix B.

of the tests showed any significant differences between the groups of clients; therefore, we can conclude that the clients in the follow-up study are representative of Group Residence clients as a whole. The results of the follow-up study of 39 clients can thus be generalized to apply to all 77 former clients of the Group Residence program.

Since it has been established that the follow-up group is representative of Group Residence clients, we now turn to a description of the follow-up clients using the additional data available. While it was difficult to obtain information on all the clients in the follow-up group, data are available on two indicators of current adjustment in society. These indicators are: 1) client's current legal status, and 2) client's current educational or employment activities. The current legal status of former residents is probably the single most important criterion of adjustment after leaving the program. A summary table of the legal status of follow-up clients is shown on the following page.

The table indicates that 23 percent of the clients were institutionalized at the time of the follow-up study. This is roughly the same proportion as the proportion of clients institutionalized immediately after leaving the Group Residence. Either this indicates some durability and consistency in the effects of the Group Residence program or not enough time has elapsed for

differences in legal status to begin showing up. However, since most crimes which lead to returns to correctional institutions are committed within three months after release and since the follow-up clients have all been gone from the Group Residence for at least six months, there is a strong possibility that the program has had a durable effect on the legal status of its former clients.

<u>Current Legal Status of Follow-up Clients*</u>		
	All Clients	Juveniles
Institutionalized	23.1%	22.9%
Paroled	30.8	28.6
Discharged from Parole	35.9	37.1
No Information Available	<u>10.2</u>	<u>11.4</u>
TOTAL	100.0%	100.0%
N =	39	35

*It is not possible to compare juveniles and youthful offenders using information from the follow-up study because only four youthful offenders were included in the follow-up. The tables in this section will show the distributions for all 39 clients in the follow-up and for the 35 juveniles in the follow-up.

Another way to evaluate the current legal status of former Group Residence clients is to compare it to the clients' last previous experiences on parole or probation. Eighty-five percent of the former residents had prior experience with parole or probation before being paroled to the Group Residence. Not one had been successfully discharged from parole. This information is contained in Table 4.3a, which shows the "Reason for Termination of Last Parole or Probation" for all clients

who had previously been on parole or probation.

<u>Reason for Termination Of Last Parole or Probation*</u>	
Revocation (for reasons including violation of rules, re- placement, or new offense)	100.0%
Discharge	0.0%
TOTAL	100.0%
N =	33

This table dramatically shows the fact that all the clients' last previous parole or probation experiences had ended unsuccessfully with revocation. In comparison, at the time of the follow-up, 36 percent of the former Group Residence clients were already successfully discharged from parole and 31 percent were still on parole. This indicates a significant improvement over their previous experiences on parole or probation. Even though we have no control group with which to compare the current discharge percentage of the clients, a comparison with the same clients' experiences at an earlier point in time suggests that the

*This table is based on the 85 percent of the follow-up clients who had previous parole or probation experience.

Group Residence experience resulted in more successful completion of parole.

In addition to the legal status of the follow-up clients, we're interested in their current patterns of activities as indicators of their adjustment in society. Since one of the goals of the program is "teaching residents that they can learn to live without resorting to illegal behavior,"* the current employment and/or educational activities of former clients are very important. The following table shows the activities the follow-up clients were engaged in at the time of the study:

TABLE 4.4		
<u>Current Activities of Follow-up Clients</u>		
	All Clients	Juveniles
INACTIVE (Including Institutionalized Clients)	46.2	42.9
EMPLOYED PART-TIME (Including part-time school attendance)	2.6	2.9
EMPLOYED FULL-TIME (Including full-time school attendance or military service)	35.8	37.1
NO INFORMATION AVAILABLE (Including Runaways)	<u>15.4</u>	<u>17.1</u>
TOTAL	100.0%	100.0%
N=	39	35

This table presents a varied outlook on the activities of the follow-up clients when contrasted with the legal status of clients.

* Page 6 of this report.

It is clear from the table that no more than 40 percent of the clients are actively engaged in employment or educational activities, even though the reader will recall that 66 percent of the clients are on parole or are discharged from parole (Table 4.3). This discrepancy between activity (40 percent "active") and legal status (66 percent out of institutions) points out one of the potential trouble spots in adjustment outside the program. It is unclear whether the inactive clients do not wish to be actively engaged, have been refused employment, or have encountered other problems. Some individual cases, however, point to the difficulty unskilled clients with poor educational backgrounds have had in attempting to find employment. These findings confirm the necessity for the educational and employment - related activities of the Group Residence program, but suggest the carry-over of the activities outside the program is problematic.

Summary

A follow-up group of the first 39 clients in the Group Residence program is determined to be sufficiently representative of all clients to warrant generalization. Results show that two-thirds of these former clients could be described as successfully adjusting to society legally (36 percent had been discharged from parole and 31 percent were still on parole). A comparison with the clients' last previous experiences on parole or probation indicates

that none of the clients had been successfully discharged from parole. Examination of client activities shows, though, that only 38 percent were definitely known to be actively engaged in employment or educational activities at the time of the follow-up.

C. Program Success and Post-Program Adjustment

This section will focus on the crucial question of whether client success in the Group Residence program is positively related to client adjustment in society after termination from the program. Three basic topics to be presented are: 1) the relationship between program success and post-program adjustment, 2) the relationship between program activities and post-program adjustment, and 3) the relationship between program activities and post-program activities. Post-program adjustment will again be indicated by the clients' legal status, and employment or educational activities at the time of the follow-up.

1) Program Success and Post-Program Adjustment. To begin, the basic relationships between program success and post-program adjustment are shown in Table 4.6. These relationships are interesting to examine closely because of the inconsistency involved. A strong relationship (.60) exists between program success and the future legal status of former clients. This relationship offers substantial evidence that the Group Residence program succeeded in aiding its clients to live in society without resorting to illegal behavior. The data indicate that 84 percent of the clients who succeeded in the program were still on parole or had been discharged from parole at the time of the follow-up; the comparable figure for clients who failed in the program is 50 percent.

Not only do clients who succeed in the program do very well in terms of future legal adjustment, even clients who fail in the program have about a 50-50 chance of legal success after termination from the program.

TABLE 4.6

Degree of Relationship Between Clients' Program Success and Indicators of Post-Program Adjustment^a

	<u>Indicators of Post-Program Adjustment</u>	
	<u>Legal Status</u> ^b	<u>Activity Status</u> ^c
Program Success ^d	.60	.01

The relationship shown in Table 4.6 between program success and the activity status of the client is so weak, however, as to be nonexistent. Assuming that the Group Residence should be concerned about the future educational and employment activities

^aThe numbers in this table reflect the direction and strength of the relationships between clients' program success and indicators of post-program adjustment. The higher the number in the table, the stronger is the relationship represented. Gamma is the measure of association used. For a fuller explanation, see the footnote on page 43 referring to Table 3.6.

^bLegal status indicates whether the former client is currently institutionalized, still on parole, or has been discharged from parole.

^cActivity status indicates whether the former client is currently engaged in employment or educational activities full-time, part-time, or not at all.

^dProgram success indicates whether the former client left the program for "successful" or "unsuccessful" reasons.

of its clients, the low relationship of these activities to success in the program merits further investigation. Tables that follow will present the relationships between activities in the program and activities after leaving the program. This information may help clarify why there is no relationship between program success and post-program activity status.

2) Program Activities and Post-Program Adjustment. We now turn to an examination of the relationships between program components such as agency contacts and program activities, and post-program adjustment. Table 4.7 summarizes these relationships:

TABLE 4.7

Degree of Relationship Between Program Components and Indicators of Post-Program Adjustment^a

	<u>Indicators of Post-Program Adjustment</u>	
	<u>Legal Status</u>	<u>Activity Status</u>
<u>Program Components</u>		
AGENCY CONTACTS		
Client Contact Agency	.42	.45
No. of Agencies Contacted	.22	.14
PROGRAM ACTIVITIES		
Education	.30	.62
Employment	.35	.14
Training	.23	.01
No. of Activities	.40	.33
Program Success ^b	.60	.01

^aThe numbers in this table reflect the direction and strength of the relationships between various program components and indicators of post-program adjustment. The higher the number in the table, the stronger is the relationship represented. Gamma is the measure of association used. For a fuller explanation, see the footnote on page 43 referring to Table 3.6.

^bThese relationships are included for purposes of easy comparison.

Examination of this table reveals moderately strong relationships between program variables and post-program adjustment of clients. Our discussion of this table will focus on selecting major issues of interest rather than discussing each relationship described in Table 4.7.

Of the program components, contact with an agency appears to be the most strongly and consistently related to both legal status and activity status after termination from the program. The actual number of agencies contacted appears less important than whether or not the client contacted at least one agency. Given the fairly low level of activity of former clients at the time of the follow-up, the information that agency contacts are correlated with activity status is an important indication of an area which the program should perhaps emphasize even more.

It is more difficult to interpret the relationships between participation in specific program activities and later adjustment. The most unusual finding is that while educational activity in the program was negatively related to success in the program, it is positively related to post-program adjustment. In fact, educational activity is the single variable most highly correlated with activities after leaving the Group Residence. This definitely indicates that academic activities should remain an important ingredient in the Group Residence program, but we need to know

why clients active in educational activities of the program have difficulty succeeding while in the program.

Training, employment and the number of activities engaged in while in the program are all fairly important to future adjustment. It is interesting, however, that the training program has no relationship to activity status once the client has left the program. This also needs further study. Employment in the program remains consistently related to client adjustment, but the sheer number of activities the client participated in is more strongly related to adjustment outside the program. The section that follows will pursue the relationship of employment in the program to employment status after leaving the program.

3) Program Activities and Post-Program Activities. A comparison of participation in specific program activities and post-program activities would be very useful here. Unfortunately, we do not have enough cases to allow us to determine the relationship between participation in different program activities and future educational or training activities. We are able to study, though, the relationships between participation in the training and employment programs and future employment status. These two relationships are summarized in Table 4.8:

TABLE 4.8

Degree of Relationship Between Client's Training and Employment in the Program and Client's Employment Status at the Time of the Follow-up*

Activities During Program	Employment Status at Follow-up (Employed/Not Employed)
Training (Yes/No)	.00
Employment (Yes/No)	.00

The table clearly and unequivocally shows an astounding fact. There is no relationship between client's employment or training activities while in the Group Residence, and whether or not the client was employed at the time of the follow-up. This finding suggests that other factors determine employment activity than the skills and experience the client gains while in the Group Residence program. We are unable, however, given the data available, to determine what factors are related to employment activity. It is clear that a need for such information exists and future follow-up studies should attempt to learn why some clients are inactive (i.e. neither employed nor attending school).

*The numbers in this table reflect the direction and strength of the relationships between client's training and employment in the program and client's employment status at the time of the follow-up. The higher the number in the table, the stronger is the relationship represented. Gamma is the measure of association used. For a fuller explanation, see the footnote on page 43 referring to Table 3.6.

Summary

Success in the Group Residence program is strongly related to successful legal status after leaving the program; however, there is no relationship between success in the program and future educational or employment activities. Future activities are most closely related to specific activities of the program, especially agency contacts and educational preparation. The absence of any correlation between training or employment activities while in the program and employment after leaving the program raises disturbing questions.

D. Nonprogram Variables and Post-Program Adjustment

This section briefly examines the relationships between variables outside the program and the adjustment of clients after leaving the program. A summary table of these relationships follows:

TABLE 4.9

Degree of Relationship Between Nonprogram Variables and Indicators of Post-Program Adjustment*

	Indicators of Post-Program Adjustment	
	Legal Status	Activity Status
Severity of Most Recent Offense	-.01	-.21
Months Institutionalized for Most Recent Offense	.34	.29
Total Months Institutionalized	.30	.32

*The numbers in the table reflect the direction and strength of the relationships between nonprogram variables and indicators of post-program adjustment of clients.

The relationships in Table 4.9 indicate that nonprogram variables are moderately related to client adjustment after leaving the Group Residence program. Even though the relationships are not as strong as a whole as the relationships between program success, program activities and post-program adjustment (Tables 4.6 and 4.7), they should be noted.

Severity of most recent offense is negatively related to activity status (that is, whether or not the client was employed or attending school at the time of the follow-up). This may be due to a greater difficulty experienced in obtaining employment by those clients who had committed more severe offenses. If so, this might partially explain some of the inactivity of the former clients.

The relationships between months institutionalized for most recent offense and total months institutionalized and post-program adjustment are in the opposite direction from that predicted by the thesis already mentioned. Clients who had been institutionalized for longer periods of time apparently were more successful in adjusting to noninstitutional life than those institutionalized for shorter periods of time. It is possible that clients who had been institutionalized for longer periods of time were less willing to commit offenses which might lead to recommitment, or it could be that these clients had something

else in common which made later adjustment easier. This is a somewhat startling finding, but the relationship is weak enough so that it might simply be due to sample size or chance. In short, severity of most recent offense was negatively related to client adjustment outside the program while months institutionalized was positively related to client adjustment. But neither relationship is as important as the relationship between program success and post-program adjustment.

Summary of Part IV: Post-Program Results

This chapter discusses whether "satisfactory adjustment" to the Group Residence program is indicative of future adjustment to society. Results of an examination of the placement of clients after leaving the residence and of a follow-up study on the first 39 clients released from the Group Residence indicate there is indeed a strong relationship. Success in the Group Residence program is very strongly correlated with clients' legal status after leaving the Group Residence. A summary of the specific findings by section follows:

A) Immediately after leaving the residence, 22 percent of the clients were placed into correctional institutions. This proportion remained relatively stable over time; at the follow-up 23 percent of the former residents were institutionalized.

B) Two-thirds of the former clients were successfully adjusting to society legally (36 percent had been discharged from parole and 31 percent were still on parole) at the time of the follow-up. A comparison with the clients' last previous experiences on parole shows that none of the clients had been successfully discharged from parole. This strongly implies that the Group Residence program has had a significant impact on the improvement of clients' experiences on parole. An examination of clients' activities at the time of the follow-up shows, though, that only 38 percent were employed or attending school.

C) A strong positive relationship exists between success in the Group Residence program and later legal success. 84 percent of the clients who succeeded in the program were still on parole or had been discharged from parole at the time of the follow-up; the comparable figure for clients who failed in the program is 50 percent.

Future employment and educational activities, however, are not correlated with program success. Agency contacts and educational preparation while in the program seem to be most strongly related to educational and employment activities after termination from the program.

D) Other characteristics which were related to higher success rates after termination from the program were less severe offenses and longer periods of previous institutionalization. These factors do not appear as important to future adjustment, though, as success in the Group Residence program.

PART V: COST ANALYSIS

This section will describe the cost per resident in the Group Residence program and compare it to the cost per resident in the three institutions from which most residents were referred. To calculate the actual cost per resident and the lowest possible cost per resident (if the program had operated at capacity), it is necessary to know the total possible bed days of care and the actual bed days of care provided in the Group Residence.

Bed Days of Care

The Group Residence officially opened for occupancy on March 29, 1971. Between the period of March 29, 1971 and January 31, 1973, the Group Residence was open for occupancy a total of 674 days. The maximum number of residents was 12 prior to September 1, 1972, and 14 thereafter. This results in a total of 8,388 possible bed days of care.

Open for Occupancy	-	674 days
Possible Bed Days of Care	-	8,388 days

(12 beds X 524 days) + (14 beds X 150 days) =
6,288 days + 2,100 days = 8,388 days

During this twenty-two month period, 86 residents stayed a total of 5,823 days. This includes 77 residents who had left the facility and nine who were in residence as of Jan. 31, 1973.

Actual Bed Days of Care - 5,823

The discrepancy between the Residence's possible bed days of care and actual bed days of care should be examined more closely. The average daily population during the first year of operation was 7.63. During this span, there were two periods during which admissions were deliberately closed and the population was permitted to considerably decline. The first period was occasioned by a change-over in houseparents; the second during the end of the LEAA funding period as there was a question of refunding. Average daily population during the second year of operation was 9.57. This figures out to an average daily population of 8.64 during the two-year period.

First Year Average Daily Population - 7.63
(Actual Bed Days of Care - 2,473 ÷ 324 Days)

Second Year Average Daily Population - 9.57
(Actual Bed Days of Care - 3,350 ÷ 350 Days)

Two Year Average Daily Population - 8.64
(Actual Bed Days of Care - 5,823 ÷ 674 Days)

Cost Per Resident

The costs of operating the Residence from February 15, 1971 until January 31, 1973 totaled \$173,691. If the facility had been fully occupied during the intake period, the cost per day would have been \$20.70. This would yield an annual cost per resident of \$7,555.

Total Costs - \$173,691 ÷ 8,388 Possible Bed Days of Care =
\$20.70 Lowest Possible Cost Per Day X 365 Days =
\$7,555 Lowest Possible Cost Per Year

However, since the facility was not fully occupied while open, actual costs during this period came to \$29.83 per day. This yields an annual cost per resident of \$10,888 per year.

Total Costs - \$173,691 ÷ 5,823 Actual Bed Days of Care =
\$29.83 Actual Cost per Day X 365 Days =
\$10,888 Actual Cost Per Year

The costs during this two-year period include initial set-up and operating expenses, such as household furnishings, office equipment, and other necessary supplies.

As a comparison, the annual costs per inmate for the three institutions which referred nearly all Group Residence clients are shown below:

		Annual Cost
	Year	Per Inmate*
Minnesota Reception & Diagnostic Center	'71-'72	\$14,474
	'72-'73	15,786(est.)
State Training School	'71-'72	12,365
	'72-'73	11,550(est.)
State Reformatory for Men	'71-'72	6,933
	'72-'73	9,500(est.)
Group Residence for Hard-to-Place Delinquent Boys	'71-'73	10,888(act.) 7,555 (lowest possible)

*See Biennial Budget Request, State of Minnesota, Department of Corrections, 1973 - 1975.

The actual cost per resident in the Group Residence program was less than the cost per inmate at the Minnesota Reception and Diagnostic Center and the State Training School, but more than the cost per inmate at the State Reformatory for Men. It is important to note that over 70 percent of the Group Residence clients were juveniles and their most likely alternative placements were the first two institutions mentioned. It is clear from these figures that the Group Residence program's cost per resident is more than comparable to the cost per inmate in various state institutions. In particular, the Group Residence is a less expensive residence for juveniles than state institutions for juveniles.

PART VI: CONCLUSIONS AND RECOMMENDATIONS

Agency Contacts

Conclusion: Based on the information we have about agency use by Group Residence clients, the most frequently utilized agencies for group residences are those which help clients develop their employment skills, those which help clients find employment, and those which provide medical care for clients.

Recommendation: We recommend that group residences be set up only in locales where these services are readily accessible to the clients.

Conclusion: Client contact of at least one agency while in the program is more important than the number of agencies the client contacted. Client contact of an agency is strongly related to legal status and activities after termination from the program.

Recommendation: We recommend that the staff of the Group Residence attempt to put each client in contact with at least one appropriate agency during the client's stay in the residence.

Program Activities

Conclusion: The training and employment activities of the counseling program of the Group Residence contributed to clients' success in the program, although they did not contribute to clients' employment activities after termination from the program. The educational activities of clients in the program contributed to their educational and employment activities after termination from the program, although they also contributed negatively to success in the program.

Recommendation: The employment, educational and training focus of the counseling program should definitely be retained. More investigation should be made into why the employment and training activities do not contribute to future employment and why educational activities are associated with difficulty in succeeding in the Group Residence program.

Program Success

Conclusion: We conclude the Group Residence program successfully aided in teaching clients to learn to live without resorting to illegal behavior inasmuch as 84 percent of the clients who succeeded in the program were successfully adjusting to society legally six to seventeen months after termination

from the program. We also note that this is a dramatic improvement over the same clients' last previous experience on parole or probation, since none of the clients had been discharged. At the time of the follow-up, 36 percent of the clients had been discharged from parole and 31 percent were still on parole.

This conclusion must be qualified since there is no control group with which to compare the results of the Group Residence. Lack of such a control group does not allow us to check whether clients would have done well without the program nor can we determine the impact of other possible causal factors, such as the increasing age or maturity of the clients. However, given the information we do have, we can state that the Group Residence appears to be successfully attaining its goals.

We might also note at this point that we have no basis for generalizing this conclusion to other possible projects with the same program structure as the Group Residence. Without other projects with which to compare this one, we do not know whether this project's success is due to some feature unique to the project - such as the staff members and the project director.

Recommendation: We may tentatively recommend that the Governor's Commission on Crime Prevention and Control continue to fund projects similar to this one, since preliminary results

indicate the project was successful. To facilitate evaluation of these projects, we also recommend that similar data be collected by similar projects so comparisons may be possible.

Cost Per Resident

Conclusion: In terms of the costs of the Group Residence program, we conclude that the funds allocated to this project have been well spent. The cost per resident in the Group Residence program is comparable to the cost per inmate in state institutions and is considerably less expensive than the cost per inmate in institutions for juveniles.

General Recommendation

Recommendation: We recommend that the goals and objectives of grants submitted to the Governor's Commission on Crime Prevention and Control be stated in quantified, measurable terms. As we have seen, we were unable to specifically evaluate this project in terms of its goals and objectives. The goals of this project were to set up a group residence for hard-to-place boys and provide counseling for these boys. These goals have obviously been attained. However, this does not tell us much about the success or worth of the project itself.

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APPENDIX A

SCALE FROM EMPEY AND LUBECK: THE SILVERLAKE EXPERIMENT

CLASS I: Most Serious

Aggravated assault; possibility of harm; use of weapon:	4.7
Child molesting:	4.7
Forcible rape:	4.7
Arson:	4.7
Narcotics use (excluding glue):	4.6
Robbery:	4.6

CLASS II: Serious

Drunk driving:	3.7
Possession of dangerous weapons:	3.7
Breaking and entering; burglary:	3.7
Glue sniffing:	3.5
Association with known narcotics users:	3.4
Automobile theft:	3.4
Non-forcible homosexual behavior:	3.4
Probation violation; i.e., ineffective rehabilitation:	3.3
Grand theft (greater than \$50, excluding auto):	3.3
Forgery (re: fictitious checks):	3.1
Runaway from correctional program:	3.0
Assault and battery:	3.0
Incorrigibility; defiance of teachers, parents, others:	3.0

CLASS III: Least Serious

Damaging property; malicious mischief:	2.5
Non-forcible heterosexual behavior:	2.2
Liquor violations (possession, drinking):	2.2
Fighting, disturbing the peace:	2.1
Runaway from home:	2.1
Petty theft:	2.1
Truancy from school:	2.0
Gambling, loitering, improper companions:	1.9
Driving without a license:	1.7
Other traffic violations:	1.5
Curfew violations:	1.4
Smoking:	0.3

APPENDIX B

To compare the follow-up clients to the entire group of former clients, one-sample tests of means and proportions were performed on the data shown below. At the .01 level of significance, the critical z value for a two-tailed test is 2.58. Since none of the test statistics calculated exceeded that value, we can state that the follow-up sample is representative of the whole group of Group Residence clients with respect to the variables tested.

Tests of Means

<u>Variable</u>	Mean (\bar{X}) of <u>Follow-up Clients</u>	Mean (μ) of <u>All Clients</u>	<u>Z Statistic</u>
Age	17.2	17.9 ($\sigma=1.7$)	-2.57
School Grades Completed	10.0	10.2 ($\sigma=1.5$)	.83
Number of Times Adjudicated	1.2	1.5 ($\sigma=.93$)	-2.01
Number of Agencies Contacted	2.3	1.8 ($\sigma=1.7$)	1.84
Number of Program Activities Participated In	1.2	1.1 ($\sigma=.67$)	.94

Formula Used:
$$\frac{\bar{X} - \mu}{\sqrt{\frac{\sigma^2}{N}}}$$
 N = 39

Tests of Proportions

<u>Variable</u>	Proportion (p_s) of <u>Follow-up Clients</u>	Proportion (p_u) of <u>All Clients</u>	<u>Z Statistic</u>
County of Residence: metropolitan	59.0	58.2	-.10
Race: whites	76.9	76.7	.03
Correctional Classification: juv.	89.7	74.4	2.19
Intelligence: avg. or below avg.	41.0	31.4	1.29
Skill Level: semi-skilled	13.2	20.0	-1.06
Total Months Institutionalized: 1-12	38.0	44.2	-.78
Months Instit. for Last Offense: 1-6	62.0	53.0	1.13
Severity of Offense: least severe	45.2	31.2	1.89
Employment Program: participated	77.1	77.3	-.03
Educational Program: participated	22.9	20.0	.45
Training Program: participated	28.6	29.3	-.10
Agency Contacts: contacted	88.6	70.7	2.45
Length of Time in G. R.: 1 mo. or less	22.9	35.2	-2.27
Reason for Leaving: unable to adjust during trial period	20.5	13.8	.27
Program Success: success	48.7	42.9	.80

Formula Used:
$$\frac{P_s - P_u}{\sqrt{P_u q_u / N}}$$
 N = 39

END