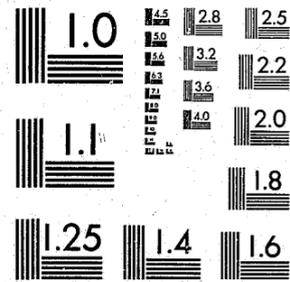


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competition: adaptive re-use ... a shelter care facility



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STUDENT COMPETITION: A SHELTER CARE FACILITY

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ACQUISITIONS

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The Purpose of Shelter Care

Every year, the juvenile courts in this country are called on to provide court services to thousands upon thousands of young people. In many of these instances it is necessary for the youth to be removed from his home pending a hearing by these courts. For delinquency referrals, i.e., those cases where a juvenile has committed a serious crime and presents a threat to the community, placement in a secure setting is often appropriate. For those children and adolescents who are brought before the courts for misdemeanors, status offenses such as truancy, incorrigibility or running away (none of which are crimes for adults), or because of parental neglect or abuse, the question often arises: What can we do with these kids?

Unfortunately, the courts often have available only two courses of action. They may either return the youth to his home or they may lock him up. Sadly, the only place capable of providing secure confinement before a formal hearing can take place often turns out to be the local adult jail or police lockup. In such cases, the youth more than likely is confronted by a hostile, perhaps inhumane, environment totally incapable of responding to his needs and personal crises. This practice has come under fire in recent years from many of those individuals vitally interested in the viability of the juvenile court system. Federal legislation and an increasing number of states support the complete removal of juveniles from jails and lockups. Community organizations, law-makers and court personnel themselves have attempted to establish alternatives to secure confinement for those youths who can be handled more effectively otherwise. Small scale, community-based detention centers are seen as a major alternative for those youths who require secure holding prior to trial. Put what about those youths who are alleged to have committed minor violations or who have committed no offense at all, yet cannot remain at home?

The answer to this problem takes many forms. Quite a few juveniles can be returned to their homes pending court appearance if no danger to the youth himself, the community or court jurisdiction is apparent. Continuing contact between the juvenile and court officers is all that may be necessary. In a number of other cases, a temporary foster home will provide an adequate solution. For the purposes of this competition, however, we will focus on a third alternative: the non-secure residential "shelter care facility" geared specifically toward providing care and supervision which many youths who have come to the attention of the courts require.

The shelter care facility should be regarded as a non-institutional alternative. Its principle function is not punitive; it is, rather, a place where youths may receive shelter and attention on a short-term basis. Often, a juvenile may be placed in such a facility while difficulties at home or school which led to his placement are worked out through intervention by court staff. In such cases, the duration of the stay may be only a few days. If the problem which led to his referral is of a more serious nature, a longer stay, up to 30 days, may be

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necessary. In any event, the shelter care facility is intended to perform the role of a substitute home, providing the youth with a healthy and beneficial atmosphere where he need not fear for his well-being. Trained court staff will be available to intervene on his behalf, to provide counseling and related services, and to organize and participate in various activities.

competition --- shelter care facility

Why Adaptive Re - Use?

Adaptive re-use is the subject of this competition primarily because it is seen as a cost effective measure of providing comprehensive non-secure residential services. New construction is often financially prohibitive, whereas reconstruction of an existing structure, while not inexpensive, may be accomplished for significantly less capital expenditure. This up-front money is often the greatest stumbling block to the implementation of non-secure residential facilities. While money is often available for operating expenses, it is commonly difficult to obtain for construction purposes. Adaptive re-use, then, is one method by which a community or jurisdiction may be able to acquire an appropriate facility using resources, both financial and physical, available locally. For this reason, acquisition and construction costs should be kept at minimum levels, as will be explained in the Costs section of this brochure.

Another advantage of adaptive re-use is that it often offers the community involved a wider selection of potentially viable sites. In many instances, properties which would be ideally suited for shelter care purposes are situated in well-established areas where vacant land is unobtainable or overly expensive. The participants in this competition are encouraged to inventory available community resources, determine an appropriate location for a shelter care facility based on proximity and access to those resources, and then investigate potential sites and structures within the existing community framework which can best utilize those resources while maintaining a viable residential atmosphere within the shelter facility itself. This is explained in greater detail in the Location section of this brochure.

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The Shelter Care Environment

Since shelter care is envisioned as a normal, home-like setting, the non-institutional aspect of such a facility is of paramount importance. It should not present an expectation of destructive or antipathetic behavior. It must be easily perceived and understood as a normal and healthy environment intended to benefit the youth. These measures serve a dual purpose. First, anxiety and trauma which young people often experience when removed from their home will be lessened, hopefully minimizing the potential for disruptive behavior or "acting out." More importantly, this reduced tension should permit the youth to respond in a more constructive fashion to counseling and other forms of interaction with shelter care personnel, enabling staffing members to determine appropriate solutions to the juvenile's individual problems.

The fact that shelter care is meant to take place in a normative or home-like environment should not discourage competitors from investigating a number of different building types for potential adaptive use. The phrase "home-like" does not necessarily imply a single family house, although this is certainly possible. Many successful shelter care operations have been run in buildings ranging from abandoned storefront-type buildings to converted Y.M.C.A. wings. The important characteristics in each case have not been the specific physical characteristics, though these must come into play. Rather, it is a combination of features which serve to normalize the juvenile's perception of his surroundings. For example, if there is easy access between sleeping and living areas, if kitchen and eating areas are available for individual snacks, if residents are not forced into each other's company or compelled to stay in specific areas, if certain desired activities can be accomplished in a variety of spaces rather than rigidly defined areas, then the facility is more easily interpreted as normal. Casual interactions, variegated colors and textures, and the ability to rearrange furnishings all tend to promote environmental acceptability. Some connection with the outside, both visual and physical, also evokes a sense of normalcy. These are the sort of characteristics which must be considered in the design of shelter care facilities.

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Architectural Program

The nature of this project is such that no square footage requirements for individual spaces will be given. Although a total figure of 2800 sq. ft. is expected to be sufficient for most shelter facility purposes, solutions may range between 2400 and 3200 sq. ft. in order to accommodate different residential capacities and various building types. The upper limit of 3200 sq. ft. is included as a safeguard against the selection of overly spacious buildings which reduce staff supervision capability and efficiency. The square foot figures given here do not include space for mechanical equipment or any exterior development. Various building types and configurations will lend themselves to a wide range of potential spatial solutions, so the competition participants are asked to interpret the functional requirements which follow in order to develop appropriate solutions.

The shelter care facility is to provide sleeping and living areas for between 8 and 12 youths between the ages of 10 and 16. Both males and females may be placed here. In addition there will be a need for private counseling spaces, food preparation and eating areas, and spaces for various passive and more vigorous activities. Since the juvenile will be able to move outside the facility for educational and recreational pursuits during the day, special recreational and program areas will not be necessary. An apartment for live-in staff, along with permanent office or work space, will also be required.

Sleeping Areas

In the effort to achieve a normalized environment, bedrooms should be able to accommodate more than one youth, with some provision for private sleeping arrangements for those circumstances where sharing a room is not desirable. Under normal circumstances, no more than three youths should share a bedroom in that the bedroom may assume the aspect of a dormitory, a more institutional sort of arrangement. It is recognized, however, that unusual building conditions may call for atypical solutions, and the ingenuity of the design in providing perceptually smaller scale spaces will be considered in such cases.

Another problem which should be studied involves the accommodation of both male and female residents. Due to the short-term nature of the residential placement in shelter care, the male/female population mix is constantly changing. At times, more males than females will reside here, while at other times the situation will be reversed. Since normal sleeping arrangements are desired rather than individual sleeping cubicles, and since bedrooms must be reserved for either all male or all female occupants, some capability for rearranging room assignments will be necessary. For example, in a six-person facility, three separate bedrooms

of varying size can be arranged so that each room can accommodate one, two and three persons respectively. When maximum capacity has been reached, the residents can be shifted as follows:

Number of Residents	Bedroom		
	A	B	C
6 males	3 males	2 males	1 male
5 males, 1 female	3 males	2 males	1 female
4 males, 2 females	3 males	2 females	1 male
3 males, 3 females	3 males 3 females	2 females 2 males	1 female 1 male

Various room configurations will permit many different sleeping arrangement. Other ways of providing male/female separation are possible, and investigation of different approaches is encouraged. The object, in any case, is to avoid institutional stereotypes and perceptions. Some closet space will also be necessary in the sleeping areas. Movable wardrobes are equally acceptable.

Living Areas

The living areas may or may not be rooms assigned a particular purpose. As in the home environment, the youth should be able to accomplish a variety of daily living activities in various sorts of spaces. Bedrooms may be used for reading, writing or hobbies or as a means of simply obtaining some privacy. A common living area will be necessary for joint activities such as television viewing, board games and general conversation and lounging. This sort of living area may be supplemented by a multi-purpose activities area to be used as the residents prefer for more active pastimes such as ping-pong, darts, etc. Some space should be large enough for group meetings, although such gatherings typically occur in spaces used for other purposes.

It is worth noting that activities frequently change according to the make-up of the residents at any given time and the attitudes of shelter care personnel, and room configurations which tend to "lock in" a particular type of activity may lead to decreasing spatial utility and program effectiveness. The actual room arrangement, e.g., a visually subdivided large space or several different rooms, is not the critical

issue here. The ability to use available space to accomplish a number of different activities without disruptive interference between activities should be the primary goal.

Dining

Some space will be required for group dining. The general organization of the spaces will determine the most suitable dining format. For example, the dining room may be used for various other activities when not being used for meals and thus may require greater square footage allotment. The use of tables which can be arranged in different ways could be a suitable way to serve other functions such as games or group meetings. Available space within the structure could then be utilized for other purposes. Another possibility is to plan a kitchen-dining area which serves relatively few other functions in order to establish a more residential type of atmosphere within the facility. A single dining table, in a smaller area rather than clusters of tables, may then be the most space efficient approach in that additional space for other areas can be planned.

The dining area itself should be able to accommodate the total number of potential residents plus three or four additional places for staff and/or visitors. In any case, it is suggested that dining occur separately from the general living space. Care must be exercised to avoid overly large dining areas and "gang" eating situations which are commonly found in more institutional settings.

The kitchen should be little more than that found in a typical residence. The amount of food being prepared suggests the need for generous counter space and good storage. For this reason a pantry and freezer (of the home use type) should be considered as well as enough room for standard appliances such as a range/oven, dishwasher and refrigerator. There should also be good access between the kitchen and general living areas so that house-parents preparing meals remain in contact with residents. As in the typical residence, there is likely to be a constant shuffle back and forth between the living and kitchen areas by the residents as well as the staff and such movement is encouraged.

Bathrooms

Two bathrooms will be necessary, and both should be easily accessible to the bedroom areas. It is suggested that the bathrooms be arranged so that the tub/shower and toilet in each bathroom are separate from the sink to facilitate use by the residents for grooming during congested periods.

Another water closet may be included near the living areas if these are separated from the sleeping areas.

House-Parents Quarters

The facility should contain a small apartment for live-in house-parents. Usually a married couple, the house-parents are trained as counselors. Besides providing supervision, the couple perform household and custodial chores in the manner of a typical family, often assisted by the juveniles in residence. Their meals are taken with the youth they are caring for, and all other activities are accomplished jointly in common areas.

A common arrangement is to provide this couple a small apartment of their own which usually includes a bedroom, bathroom and large walk-in closet along with a small living area which may contain a desk and sitting area. While the space is allocated is typically very small, it is intended to ensure at least a modicum of privacy and retreat from the ongoing tasks of supervision and interaction with the residents.

Staff Offices

Separate from the living quarters should be a small office in which the houseparents may conduct various shelter care related activities such as private counseling, court paperwork and telephone contacts with parents and local agencies. An additional office is often necessary for court personnel who work in the shelter facility on a daily basis. These offices should resemble a den or study rather than a business suite, and should not interrupt the fabric of the home setting envisioned for the shelter facility.

Storage and Utility Spaces

A laundry area consisting of a washer, dryer and workspace should be included. Additional storage space may be included in the design scheme and should not be included in total square foot computations.

Since a diverse range of building types may be considered for the implementation of a shelter care operation, the actual spatial arrangements necessary to accomplish programmatic goals will be left to the discretion of the competition. The design portion of jury review will focus on the following areas of architectural concern.

1. * The utility of the spatial plan, i.e., the ability to achieve various program and environmental goals in an efficient and unforced manner.

2. The adaptability of the plan to program demands which change according to the number and type of residents. It should be considered that the type of activities which may occur vary even during the course of the day as well as over longer periods.
3. The integration of the final solution into the framework presented by the building selected for adaptation and/or reconstruction. The appropriateness of the design will depend largely on the constraints presented by the existing structure.

Staffing Patterns

The staff for this proposed shelter care facility will consist of two live-in house-parents who will be available at most times along with visiting social workers and other court staff who will work a day shift. One staff member will always be present. Their primary responsibilities will be to provide 24-hour supervision to the residents, to provide food, shelter and clothing, and to provide counseling, guidance and direction to encourage the youth's involvement in daily activities which may prove beneficial to the youth. They will also handle many official matters regarding the courts, family involvement, and problem solving concerning difficulties which led to the youth's referral.

Restraint of the juvenile's activities is not meant to be the main concern of shelter home staff. They are, rather, practitioners of participation, involvement and motivation to achieve mutually satisfactory goals as they attempt to develop solutions to the problems which resulted in the youth's removal from his home.

The following types of activities are usually directed by shelter care staff for residents.

1. Counseling -- Individual counseling may occur whenever the youth is available during the day or evening. Group counseling is generally accomplished after school or work hours. Shelter staff members are also involved on a continuing basis in many of the resident's activities which take place in the shelter facility.
2. Education or Work -- These activities usually occur during the day away from the shelter home, though some tutoring or job skills may be provided in the facility on an individual basis. Libraries serve as an excellent resource and residents are encouraged to use them.

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3. Recreation -- Active recreation generally occurs at school or after school hours. Physical sports and other recreations may take place under the auspices of school or park departments in existing facilities. Nearby parks and gyms may also be utilized by shelter facility residents. Passive activities such as games, television viewing, studying and individual hobbies are intended to take place at the shelter home. Group activities, including field trips, entertainments and sporting events, are frequently arranged.
4. Family Involvement -- Meetings with parents, and between parents and juveniles, may occur at any time in the facility, though evenings and weekends are typically the busiest occasions. Private consultation with parents or guardians to work out problems related to the youth's home life are a major part of the counselor's activities.

A typical day at the shelter facility may take place in this fashion:

- | | |
|------------|---|
| 7:00 a.m. | wake-up, get ready for school or work |
| 7:15 a.m. | breakfast |
| 8:00 a.m. | residents leave for school or work |
| | housekeeping, contacts with other service agencies and organizations, tutoring, paperwork, staff develop programs and activities to meet needs of individual residents. |
| 3:00 p.m. | return from school. Discussions with house-parents concerning school progress and needs. Homework. Individual pursuits, unstructured time alone. Recreational activities. |
| 5:30 p.m. | dinner, general conversation |
| 6:00 p.m. | clean up |
| 6:30 p.m. | family visits, counseling, group meetings, homework, television viewing, hobbies, reading |
| 10:00 p.m. | unstructured time alone for residents, counseling if needed. Quiet activities. |
| 11:30 p.m. | wind down activities, lights out |

competition---shelter care facility

Locational Considerations

Site

The initial phase of the competition, that of selecting the site and structure, is as important as the rehabilitation design itself and will be judged accordingly. Even the most conscientiously designed facility, if not properly located, will be of little value to either the juvenile or the community and may possibly impair the accomplishment of certain programmatic goals of shelter care. While final approval of a site is typically the client's responsibility, the architect can play an influential role in the selection process. Competition participants will be given the responsibility of selecting a site that, within its community context, provides the necessary services and lends itself to the integration of these services with the shelter care facility.

The following resources should be in close proximity or easily accessible to the shelter care facility;

transportation

job opportunities

educational and vocational services

social service organizations

shops

recreational facilities

potential staff and volunteers

The physical and social characteristics of the neighborhood also play an important role in the site selection process. Any residential facility having the objectives and operational features envisioned for shelter care must be located in physically and socially stable neighborhoods. A transient population base will be unable to provide a stabilizing or community-oriented influence on shelter facility residents. Areas noted for high crime rates are hardly capable of promoting a constructive atmosphere. Facility residents will not be encouraged to attend local functions and activities if they must fear for their well-being at every turn. Indifferent or antagonistic attitudes on the part of neighborhood residents may result in the complete collapse of any service-providing component of the juvenile courts which is based on involvement in community activities at various levels. The benefits to the community which building rehabilitation is able to bring about will probably not occur if such rebuilding takes place in a void, an atmosphere of unconcern for the physical repair of the environment.

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In short, shelter care will only have a chance if it is perceived as being of benefit by both the neighborhood and facility residents. It supposes good intention on the part of both and is influenced accordingly. Competition participants are asked to determine the viability of potential locations based on these and related observations.

competition --- shelter care facility

Structure Selection

In selecting an appropriate structure for shelter care, it is important to consider the programmatic goals of the facility. These include assuming the role of a substitute home, unrestrictive in nature, and providing a healthy, beneficial environment. In accordance with these ends, the following factors should be taken into account when evaluating structures for their potential use as shelter care facilities:

Size

As noted in the Architectural Program, 2800 sq. ft. should be sufficient for the proposed shelter home, with some variance depending on the number of residents and on building type. Three distinct types of development are possible. The first would be a single building devoted to shelter care and located near or adjacent to other similar structures. The second type would consist of the shelter facility's incorporation into some segment of a larger structure used for other related or even unrelated purposes. The use of, for example, one floor of an existing community center for shelter care would fall into this category. The final case would include the development of a shelter home as part of a larger complex of buildings. Two units of a townhouse complex or Planned Unit Development may be well suited to shelter care, as would a portion of a neighborhood complex of structures devoted to community recreation, meetings, evening classes and other activities. If this larger sort of development is submitted for jury review, the shelter facility portion of the project will be the object of jury consideration, although the immediate proximity of useful services and activities will be considered favorably. In no case should the shelter facility be attached, or even closely associated with, existing secure residential facilities such as jails or detention centers.

While it is understood that shelter care may take place in a variety of building situations, it must be stressed that, above all, shelter care is essentially a residential function. This is the fundamental aspect of design with which the designers must be concerned.

Existing Building Condition

While there are no limitations concerning the state-of-repair of structures selected for adaptation, budgetary constraints explained in the Costs section of this brochure may serve to disqualify structures requiring major structural changes or renovation. Some new construction, as in add-on space,

will be acceptable provided combined costs for construction, renovation and building acquisition adhere to guidelines presented in the Costs section. The proposed reconstruction should also include any exterior work which may be necessary to provide a finished and environmentally sound appearance.

Costs

One of the purposes of this competition is to encourage the development of shelter care options which may be implemented with minimal capital expenditure. Non-secure or light construction is generally far less expensive than secure construction. Even so, construction monies are often difficult to obtain. In keeping with this purpose, those solutions, which, through ingenuity of spatial arrangement, material and furniture selection, or through limited reconstruction or purchase costs, do not require substantial outlay of funds will be most favorably considered. Since some building types will obviously require more extensive changes than others, it is necessary here to provide some guidelines concerning the total costs of implementing a shelter care facility, including the property (land and building) acquisition as well as renovation costs.

Projects which demonstrate cost effective planning and design, i.e., those which show a significant return in usable space for a limited dollar investment, will be regarded highly. Since new residential light construction will generally run between \$35-40 per square foot, a newly constructed 2800 sq. ft. facility would cost between \$98,000 and \$112,000. To this must be added land purchase costs. It is hoped that the total cost for developing a shelter care facility through adaptive re-use will be less than the costs of new construction. Land and building purchase costs may vary widely, both locally and nationally, so competitors are asked to consider the costs/benefits aspect of this project as they investigate potential sites and structures.

It will be the responsibility of the competitors to balance the total monies spent for construction with the purchase costs of the property involved. More money can be allocated to reconstruction if building acquisition costs are minimal. Conversely, more costly structures may be available which would necessitate fewer reconstruction measures or would at least facilitate the reconstruction process at less cost. Competition participants are asked to investigate both possibilities in order to determine the most efficient solutions.

Documentation

For this sort of competition, it will be difficult to set stringent documentation requirements. It is, however, essential that the competition participants provide information concerning the process used for developing their project, including the selection of a general location, the choice of a structure and site, the existing condition of the structure selected for the proposed reconstruction, and the projected implementation costs. The competition jury will be concerned with the procedures used to assess the viability of site and structure, and competitors should provide cost information for both site acquisition and building reconstruction.

Documentation of these various issues may be provided graphically, in an accompanying text or by a combination of both.

Location

Locational information which must be presented include, but is not limited to, the availability of community resources (schools, jobs, recreation, etc.), access to these resources, access to the facility by family and friends of residents as well as court and service agency personnel, social and physical characteristics of the neighborhood. A site plan may provide much of this information.

The effect of the proposed reconstruction of the neighborhood may also be included. Resident attitudes concerning the proposed shelter facility may be presented. Documentation of citizen participation in the design effort will also be highly considered. Some description of the techniques used to present this project to local residents and/or encourage their participation, if this occurs, should be contained in the final submission.

Building

Several areas related to the actual structure will be considered by the competition jury. These include viability for residential purposes, the ability to accomplish program functions, and the quality of the proposed reconstruction, i.e., the appropriateness of the solution based on the constraints presented by the existing building form. Photographs and/or drawings of the existing structures must be provided. Plans for all shelter care space @ $\frac{1}{4}'' = 1'$ are required, along with appropriate sections and exterior elevations. Model photographs, isometric drawings or perspectives, both interior and exterior, which indicate material designations and spatial quality are also encouraged. Furniture should also be indicated on the plan drawings.

Costs

The jury review will require projections concerning land and building acquisition costs as well as the expected cost of reconstruction. These latter costs may be generalized in terms of materials and labor, though a more specific accounting of expenses may also be presented. Various sources, such Means, Dodge, or discussion with contractors and other design professionals, may be used to determine costs.

Presentation Requirements

Entries must be submitted on 20 x 30 inch illustration board. The presentation must include: appropriate title, verbal and/or schematic illustration of conceptual design, and all other drawings and illustrations described previously. Each board should be identified on the back with the name of the student or students, the school and the mailing address of the school or student. Supportive data and information should be submitted in bound form, no larger than 14" x 17".

Competition Information

Entries should be securely wrapped and forwarded to:

Michael J. McMillen
Community Research Forum
505 E. Green Street, Suite 210
Champaign IL 61820
Attention: Shelter Care Competition

The open period for conduct of the competition will be from February 1, 1979 through April 15, 1979. All presentation materials must be finalized by April 15. Entries must be received at the Community Research Forum no later than April 23, 1979. Awards will consist of \$1,000 for first place, \$300 for second place, and \$100 for third place. Additional projects may be selected for Special Citation or Honorable Mention at the discretion of the jury. All award winning entries will be presented in a final report to be distributed nationally. Selected projects will be presented at a national symposium concerning this subject area. Finalists will be requested to attend this symposium to present their design in workshop sessions. All expenses will be paid by the Community Research Forum. This competition is open to all currently enrolled students.

Awards will be announced May 7, 1979. All entries become the property of the Community Research Forum.

Suggested Readings

*Architecture of Facilities (Standards Relating To). By the Institute of Judicial Administration-American Bar Association, Juvenile Justice Standards Project. Cambridge, Massachusetts: Ballinger, 1977.

*Children In Adult Jails. A report by the Children's Defense Fund of the Washington Research Project, Inc. Washington, D.C.: Children's Defense Fund, 1520 New Hampshire Avenue, NW. 20036, 1976.

Community Alternatives. Arthur D. Little, Inc. NCJRS Microfiche Program, Rockville, Maryland 20850, 1978.

Community Transition in Youth Rehabilitation. Lathan, A. University Microfilms, 300 North Zeeb Road, Ann Arbor, Michigan 48106, 1976.

Directory of Halfway Houses and Group Homes for Troubled Children. State of Florida, Department of Health and Rehabilitative Services, Division of Youth Services, 1317 Winewood Blvd., Tallahassee, Florida 32301.

Five Models of Foster Family Group Homes. Lawder, Elizabeth A., Andrews, Roberta G., Parson, Jon R. Child Welfare League of America, Inc., 67 Irving Place, New York, NY 10003, 1976.

Handbook for Group Home Developers. Kolski, A. Female Offenders Program of Western Pennsylvania, Inc. 906 Fifth Avenue, Pittsburgh, Pennsylvania 15219, 1978.

Justice for Children: How to Set Up A Group Home. National Council of Jewish Women, 1 West 47th Street, New York NY 10036, 1973.

Juvenile Detention and Alternatives in Florida. John Howard Association. Council of State Governments, PO Box 11910, Lexington, Kentucky 40511, 1973.

*Shelter Care for Court and Community. Norman Sherwood, National Council on Crime and Delinquency. 411 Hackensack Avenue, Hackensack, New Jersey 07601.

Shelter House -- Community-Based Juvenile Corrections Project (Progress Report). Iowa Crime Commission, 3125 Douglas Avenue, Des Moines, Iowa 50310, or NCJRS Microfiche Program, Pox 6000, Rockville, Maryland 20850.

*Recommended

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Periodicals

Corrections Magazine, 801 Second Avenue, New York NY 10017.

Residential Group Care, National Association of Homes for Children and Its Public Affairs Committee, 1500 City National Center, Charlotte, North Carolina 28202.

competition---shelter care facility

END