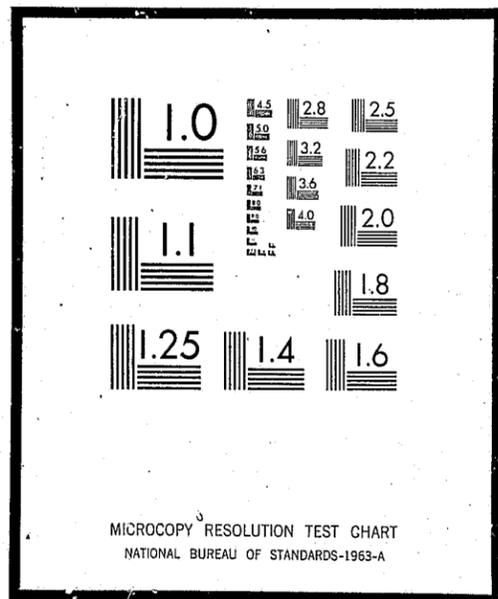


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Massachusetts
An Evaluation of
Purchase of Services for
Youth in Trouble, *May-June 1973*

A program administered
by the Massachusetts Department
of Youth Services in
May and June, 1973
Grant Number 73ED-01-0017

This study was carried out under the sponsorship
of
The Massachusetts Committee for Criminal Justice
and
The Massachusetts Department of Youth Services.

Investigators: Paul McGerigle August, 1974
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EXECUTIVE SUMMARY

In the Spring of 1973, an Impact grant was made to the Department of Youth Services by the LEAA. This study assesses the effect of that grant on the Department, the agencies who supplied the services, and the young people the program was designed to help.

It was decided that the most feasible method of performing this task was to draw a sample from the list of persons who had been helped from the purchased services. This yielded a sample of 106--29 girls and 77 boys.

We found this sample could be dichotomized in three ways: older and younger children: court referrals vs. DYS commitments; and youngsters who had come to the Department because of status crimes as opposed to those who had been charged with a more serious offense.

Three quarters of the girls in our sample were run-aways or stubborn children who would have been considered "CHINS" under the new law. On the other hand two-thirds of the boys were charged with more serious offenses.

The study's method was to construct a case history for each individual from folders in the regional offices, information supplied by DYS caseworkers, service agency staff and probation officers. We then judged the extent to which the particular services purchased in May-June 1973 contributed to the actual outcome of the case.

One commonly cited criterion of "failure" in offender studies is the return to court on fresh charges. We found that of the girls only 14% had returned to court since July 1, 1973, while among boys 32% had returned.

We also judged each case according to the extent each client had improved between the date of his commitment or referral and the present time. By this measure, approximately 24% of the girls and 42% of the boys failed to improve substantially.

Having established these parameters of success and failure we then turned to the services which had been purchased. The Impact grant had paid for 115 discrete purchases which we termed "investments". We called "effective" those which could reasonably be assumed to have played a role in a positive outcome, even if they did not supply the only help which was needed. Our "palliative" category developed from our finding that

in a substantial number of cases an investment seemed to have only a temporary, fleeting effect on a client's behavior. The term "ineffective" was reserved for those cases in which an investment did not seem to have this temporary effect on behavior.

Among the girls, we discovered that approximately 32% of the investments were effective, 29% palliative and 26% ineffective. In 16% of the cases it was impossible to judge the effectiveness of the investment.

The boy's sample showed approximately 39% of the investments effective, 23% palliative, and 31% ineffective; while 7% were of unknown effectiveness.

Among both boys and girls, we found that the proportion of cases in which an investment was demonstrably effective was considerably lower than the "failure rates" we had previously calculated would have suggested. There were some instances in which the May-June 1973 investment proved ineffective while a later one was more beneficial.

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INTRODUCTION

In the Spring of 1973 an Impact grant was made to the Department of Youth Services by LEAA. This grant was used to support the Department's purchase of service program for the months of May and June 1973. This study assesses the effects of that grant on the Department, the agencies who supplied the services and the young people it was designed to help.

In reading this report it must be remembered that May and June 1973 were traumatic months for the Department. Commissioner Miller, having made numerous dramatic changes in the Department and having completely changed the philosophy which underlay its operations, had departed for Illinois. Many of the administrators and assistants he had brought into the agency had left or were in the process of leaving. A wide variety of programs for adolescents, many of which had been initiated or stimulated by Commissioner Miller, found themselves in jeopardy because the Department's chronic shortage of funds had suddenly become acute. Meanwhile a new Commissioner faced the task of keeping the new Departmental philosophy strong and vigorous while at the same time developing a viable administrative structure.

For the new Commissioner it was of great importance to assure the arrival of the galaxy of service programs which had been brought into being. As institutions had been closed, these new programs had become the center of the Department's activities and if they failed in great numbers it seemed inevitable that institutions would have to be reopened. Thus the Impact grant was seen as a device for assuring the survival of not only the service programs themselves, but also the philosophical commitment to non-institutionalized care of delinquents.

However, when we began the process of evaluating the effects of the grant, it proved very difficult to obtain a clear picture of the basis upon which the funds were allocated. It was always possible to obtain verification of the expenditure of funds for legitimate purposes which clearly were intended to assist in the rehabilitation of DYS wards. It was unusual, however, to find written documentation of the reasons a particular placement was chosen. For this we relied upon the recollections of caseworkers, clerical staff and administrators.

An analysis provided by the Committee on Criminal Justice provided the starting point for this study. It detailed the way in which the Impact grant was expended, listing the specific vendors and the youth weeks of service purchased as well as the rates of payment. The following summarizes this data.

| <u>TYPE OF SERVICE</u> | <u>Number of vendors</u> | <u>Amount Expended</u> | <u>Percentage Total Amount</u> |
|------------------------|--------------------------|------------------------|--------------------------------|
| Residential | 37 | \$ 136,317 | 33.6% |
| Non-Residential | 36 | 125,781 | 31.0 |
| Boarding School | 23 | 52,833 | 13.0 |
| Shelter Care | 6 | 37,598 | 9.2 |
| Intensive Care | 5 | 27,383 | 6.7 |
| Foster Care | Numerous | 22,180 | 5.4 |
| Special | 3 | 3,193 | .7 |

The Committee on Criminal Justice prepared a listing of all persons who had benefited from the services which had been purchased. It was decided that the only feasible method of assessing the effectiveness of the expenditures was to draw a sample from this list and conduct an intensive investigation of each sample case. The slips were sorted into regions and the foster care cases, which were quite numerous, separated from the rest. Foster care and other cases were then alphabetized and a sample of every tenth case was selected. The following table shows the distribution of the sample which resulted.

Number of Youths Served by 1973 Impact Grant:
Regional Distribution

| | I | II | III | IV | V | VI | VII | |
|--------------|-----|-----|-----|-----|----|-----|-----|-----|
| Total Number | 176 | 112 | 122 | 212 | 46 | 211 | 87 | 966 |
| Sample | 20 | 12 | 14 | 23 | 5 | 21 | 11 | 106 |

CHARACTERISTICS OF THE SAMPLE--GIRLS

Studies of delinquent populations consistently find that boys far outnumber girls in rates of arrest. In our sample of 106, there were only 29 girls, 27.4% of the whole. The age of each girl on May 1, 1973 was calculated with the following result:

| <u>AGE</u> | <u>Number</u> | |
|------------|---------------|-----------------|
| 13 | 1 | |
| 14 | 6 | "Younger girls" |
| 15 | 9 | |
| 16 | 6 | |
| 17 | 5 | "Older girls" |
| 18 | 1 | |
| Unknown | 1 | |
| Total | 29 | |

In the later sections we will treat the 12 girls who had reached the age of 16 as a subsample of older girls to be compared with the 16 younger ones.

As we collected the information available regarding our 106 cases, we found that the population could be dichotomized in two ways. In the first instance we could separate individuals actually committed to the care of the Department from those whom the courts "referred for service." The latter group was usually, but not always, on probation and the service which DYS purchased for them generally reflected a judgement of the youngster's needs made by a probation officer rather than a DYS worker.

Another method of dividing the sample occurred to us as a result of a significant change in Bay State law which was made subsequent to June of 1973. This legislation established a new legal status, Children in Need of Service (CHINS) into which fell those minors who had previously been charged with being a stubborn child, running away, truancy and similar offenses. Since we found that a substantial number of our sample would, under present law, be considered CHINS, we decided to split the group by this criterion as well.

In the table given below the 29 girls are placed in one of four categories. The basis of classification into CHINS and non-CHINS were the charge or charges which had most recently been made against the girl. Thus, in a few cases, an individual, who in our sample is considered a CHINS case might previously have been charged with a more serious type of offense such as larceny or assault.

| | <u>CHINS CASES</u> | <u>NON-CHINS CASES</u> | <u>TOTAL</u> |
|----------------|------------------------|----------------------------|--------------|
| COURT REFERRAL | 13 (44.8%) | 3 (10.3%) | 16 |
| COMMITTED | 9 (31.0%) | 4 (13.7%) | 13 |
| TOTAL | 22 | 7 | |

The table clearly shows that our sample girls are overwhelmingly charged with so-called "status offenses", a finding that will come as no surprise to those familiar with the working of the stubborn child law in Massachusetts. DYS staff currently feel that the population of girls now being served by the Department will drop as a result of the new law, a position this evidence would obviously confirm.

CHARACTERISTICS OF THE SAMPLE--BOYS

The 77 boys in our sample comprise 72.6% of the whole. As with the girls, ages were calculated on the date of May 1, 1973, the point at which the Impact grant began to be used by the Department.

| <u>AGE</u> | <u>Number</u> | |
|------------|---------------|----------------|
| 10 | 1 | |
| 11 | 2 | |
| 12 | 2 | "Younger boys" |
| 13 | 8 | |
| 14 | 6 | |
| 15 | 19 | |
| 16 | 23 | |
| 17 | 11 | "Older boys" |
| 18 | 1 | |
| Unknown | 4 | |

In later analysis we will refer to the group of 38 boys under 16 as "younger" while the 35 who had passed their 16th birthday will be considered "older". It should be noted that because the original pool from which the sample was drawn was composed entirely of individuals for whom services were being purchased, the sample may not represent the true age distribution of DYS youngsters. We found that quite a large number of our sample cases have become inactive in the year which has passed since the Impact money was used, and this in turn increased the difficulty of our research task.

In the previous section we have described the basis upon which we developed the categories which are used in the table below. It should be remembered that a few boys classified as CHINS cases had previously been charged with more serious offenses.

| | <u>CHINS CASES</u> | <u>NON-CHINS CASES</u> | <u>UNKNOWN</u> | <u>TOTAL</u> |
|----------------|------------------------|----------------------------|----------------|--------------|
| COURT REFERRAL | 7 (9.0%) | 17 (22.0%) | 2 (2.5%) | 26 |
| COMMITTED | 18 (23.3%) | 32 (41.5%) | 1 (1.2%) | 51 |
| TOTAL | 25 | 49 | 3 | |

The pattern of offense types normally found in delinquency studies prepares us for the finding that the bulk of the boys in our sample are charged with more serious offenses. However, it is somewhat surprising to find that even those boys charged with CHINS offenses are more likely to be committed to DYS than simply to be referred for services. In at least some cases such commitments were the result of parental insistence that boys, charged as stubborn children, be "sent away" and may also reflect a lack of small local facilities for such homeless boys.

METHODOLOGY

The research on which this report is based was conducted over a period of seven weeks. During the first five weeks of study there were two researchers; a third then joined the team. To evaluate this Impact grant, we were asked to document the experience of a representative sample of the youth who had been served by these funds.

We were asked to complete several tasks which would culminate in the writing of case histories for each of the 106 youth in our sample. Regional folders, we expected, would provide the basic factual data such as family history, court history, as well as service history and current status with the Department. After extracting the relevant information from the folders we would then interview caseworkers and other regional office personnel who had been involved in placing these youth. To explore in detail the DYS experience of these clients, we would then contact the agencies that had provided the services. And finally, if time permitted, we would attempt to interview the youth themselves.

It was this relatively straightforward schedule that was to guide our six-week inquiry. Yet, it was seven weeks and many obstacles later before we realized how closely our data collecting resembled this initial plan.

The first in this series of obstacles proved to be the regional folders; often they were incomplete, occasionally, they were unintelligible. For instance: some folders contained detailed family histories, while others had virtually none; or, in those cases where a youngster had been in and out of programs, schools, foster homes and so forth, the reasons behind these moves were often unstated. Many of these questions could eventually be answered, but only after we had succeeded in tracking down the caseworker or other regional personnel who were acquainted with the case. This method of tracking, although it required a good deal of persistence, worked out reasonably well only when the youth in question had been committed to the Department.

When gathering information on court referrals we were forced to abandon our initial scheme. Court referrals are not under the jurisdiction of the Department, and consequently, regional folders reflected this. For example, it was not unusual to discover that the folder of a court referral would contain nothing but a letter signed by a judge. Occasionally, we were able to locate a court liaison who had some knowledge of the youth. More often, we would obtain the name of the youth's probation

officer, contact him, and then contact the agency or program that had provided the service. Actually, much of the "tracking" required by the 40 court referrals could be characterized as detective work--following up on any single clue, an old DCG worker, a mental health clinic...anyone who at some time had been or might have been in contact with the youth.

Another obstacle that interfered with our tracking methods was the large number of clients in the sample who are now inactive. Out of the 106 cases, 40 are presently inactive. Determining the current whereabouts and activities of these youth proved particularly difficult, and sometimes impossible for the 22 who happened to be court referrals.

The following table presents a distribution of the current status of youth in the sample, by region. Sixty-six of these cases are still on active status. The column labeled "DYS Dependent" refers to youth who are in residential programs, as well as youth who are in non-residential programs and living in foster homes simultaneously. The category labeled "Some Services" includes youth who are either in nonresidential programs or foster homes. The labeled categories associated with the 40 inactive cases are self explanatory, with the exception of "Other Agency" which simply means that the case has been picked up by DFCS or AFDC.

PROFILE OF CURRENT DYS STATUS

ACTIVE STATUS 66

| | DYS Dependent | DYS Some Services | Charges Pending | On-The-Run |
|-------------|------------------|----------------------|--------------------|------------|
| I | 3 | 1 | 2 | 2 |
| II | 2 | 5 | | 3 |
| III | 4 | 6 | 1 | |
| IV | 5 | 5 | 1 | |
| V | 3 | | | |
| VI | 10 | 3 | 2 | |
| VII | 3 | 3 | 2 | |
| Totals % | 30 45.4% | 23 34.8% | 8 12.1% | 5 7.5% |

INACTIVE STATUS 40

| | Independent Living | Other Agency | Charges Pending | Unknown |
|-------------|-----------------------|-----------------|--------------------|------------|
| I | 5 | 2 | 1 | 4 |
| II | | | 1 | 1 |
| III | | | 2 | 1 |
| IV | 9 | | 2 | 1 |
| V | 1 | | 1 | |
| VI | 5 | 1 | | |
| VII | 1 | 1 | | 1 |
| Totals % | 21 52.5% | 4 10.0% | 7 17.5% | 8 20.0% |

MEASUREMENTS OF SUCCESS--DEFINITIONS

In the last analysis, our task was to assess the affects of the amounts expended through purchase of service. In order to do this, however, we developed some subsidiary measures which assisted us in reaching our conclusions. Since these measures are of some intrinsic interest they will be discussed in this section.

RETURN TO COURT AS A STANDARD

One of the commonly cited criteria of "Failure" in offender studies is the return to court on fresh charges. While much criticized by some scholars, it remains a common sense measurement which legislators, the general public, and the media are likely to find comfortably meaningful.

As a standard of measurement, we used reappearance in adult or juvenile court on fresh charges between July 1, 1973, and June 1, 1974. For information we relied upon material in the folders and evidence supplied by case-workers, agency personnel, and probation officers. In a number of cases charges are currently pending and it is possible some individuals will eventually be found not guilty on these charges.

GIRLS RETURNING TO COURT

Among the girls only 4 (13.7%) of the 29 in the sample have returned to court. Two of them are found among the younger girls, two among the older. Only one out of the four was a court referral case, the other three having been committed to the Department. However, three out of the four were classified as CHINS cases. In any event the numbers are too small to have much significance.

BOYS RETURNING TO COURT

Since July 1, 1973, a total of 25 boys have returned to court--32.4% of the sample boys. Thirteen of them are found in the older group of boys, eleven in the younger, while there is one whose age is unknown. The group is evenly divided by age, since twelve are found

among the younger, twelve among the older boys, while there is one whose age is unknown. Thus there is no particular support for the common assumption that older boys are more likely to be rearrested.

When these court-returning boys are distributed into the four classifications we have already described, however, an interesting pattern emerges.

| | CHINS CASES | NON CHINS CASES |
|----------------|--------------------|---------------------|
| COURT REFERRAL | 0 of 7 (0.0%) | 6 of 17 (35.2%) |
| COMMITTED | 5 of 18 (27.7%) | 14 of 32 (43.7%) |

With such a small sample it is difficult to prove anything very substantive, but those findings certainly suggest that boys now being brought into court on CHINS petitions are not likely to endanger the community.

GLOBAL RATINGS--A DIFFERENT MEASURE

As material on the 106 sample cases was accumulated it seemed to us that success or failure in helping DYS wards should not be measured merely by their return to court. In every case we attempted to elicit information regarding their present status, including their employment, attendance at school, and adjustment in the community. We also used whatever material that was available to construct a picture of the individual when he first came into DYS care, either as a committed offender or a court referral case. We then made a judgement on the extent to which the individual had "moved"... that is the extent to which the individual seemed to have resolved his personal, emotional and social difficulties between the date of his intake and the present. Unfortunately it was sometimes necessary, particularly in inactive cases, to accept information several months old as "current status" but often we found caseworkers or other sources who supplied reliable information, even about inactive cases.

We used the term "Global Rating" to objectify this rather impressionistic measurement of movement by those clients. A rating of "4" indicated that improvement was considerable and general. A rating of "3" indicated that many problems had been solved but that in some ways the evidence was contradictory or there seemed room for

doubt that progress would be maintained. A rating of "2" was reserved for those cases in which some progress had been made or, at the very least, the client was functioning at about the same level he had at the beginning of his DYS experience. A rating of "1" indicated that in our judgement the client had, in fact, deteriorated during his time in DYS. An examination of some of the case histories attached to this report will give the "flavor" of these ratings and the sense in which these judgements were based on an estimate of the progress of the young person as "whole human being" instead of merely as a "delinquent".

It should be pointed out that the global rating took into account any evidence of continuing criminal behavior on the part of these individuals but was not obliged to weight it unduly. Thus among the 25 boys whose return to court we have just discussed, there were two cases in which the Global rating was "4" and three others in which it was "3", four in which it was "2" and sixteen in which it was "1". Obviously this indicates a high correlation but allowances were made for individual cases.

GLOBAL RATING--GIRLS

The ratings of the 29 girls in the sample were distributed in the following manner:

| RATING | NUMBER | PERCENTAGE |
|----------|--------|------------|
| 4 | 8 | 27.5 |
| 3 | 9 | 31.8 |
| 2 | 4 | 13.7 |
| 1 | 3 | 10.3 |
| *Unknown | 5 | 17.2 |

It was found that there seemed to be no particular relationship between higher ratings and the age of the girls. An examination of the four classifications we have established, which were heavily weighted with CHINS cases showed that global ratings seemed to be distributed rather randomly throughout the four groups. (An exception to this were the five unknown cases-- all were court referrals and CHINS cases in which it was not possible to obtain sufficient information to make a judgement.

*Unknown cases, if distributed randomly, would substantially change these results.

Indeed it might be said that the ratings simply support the contention that DYS girls generally do well and that this seems to be independent of age, previous charges or method by which they are taken into care.

GLOBAL RATING--BOYS

The ratings of the 77 sample boys were distributed in this manner:

| RATING | NUMBER | PERCENTAGE |
|----------|--------|------------|
| 4 | 30 | 38.9% |
| 3 | 7 | 9.0 |
| 2 | 13 | 16.8 |
| 1 | 19 | 24.6 |
| *Unknown | 8 | 10.3 |

Among those cases which achieved a global rating of "4" there seemed a slight tendency for older boys to predominate. There were 17 older boys in this group, as opposed to 11 younger and two whose ages were unknown. In the cases rated "1" there was also a slight edge toward older boys with 10 of them found as opposed to 8 younger and 1 unknown. On the other hand, of those rated "2" it was found that 12 were in the younger group, only 1 older.

This finding may indicate simply that it was easier, on the whole, to come to some definitive conclusion of "4" or "1" on the older boys. Their careers seemed to have taken form; longer and more informative case histories were possible; and their situations seemed less ambiguous. The younger boys might, at the moment, present a more complex picture.

* Unknown cases, if distributed randomly, would substantially change these results.

The following table analyzes the global ratings by the four classifications we have established.

| GLOBAL RATING | COURT REF CHINS CASE | COURT REF NON-CHINS | COMMITTED CHINS CASE | COMMITTED NON-CHINS | UNKNOWN |
|---------------|----------------------|---------------------|----------------------|---------------------|---------|
| 4 | 6 | 7 | 8 | 8 | 1 |
| 3 | 0 | 4 | 2 | 1 | 0 |
| 2 | 0 | 2 | 2 | 8 | 1 |
| 1 | 0 | 3 | 5 | 11 | 0 |
| Unknown | 1 | 1 | 1 | 4 | 1 |

As we expected this table supports the impression we obtained from our survey of boys returning to court. The "failures", by this definition, are concentrated among boys who are originally committed to DYS on a criminal charge.

It will be noted that by this measurement the combined court referral group did substantially better than the committed boys. The reasons for this are obvious to those familiar with the system's working. These represent cases in which judges and probation officers feel a juvenile requires services, but in which they do not wish to transfer jurisdiction of the case to the Department. By definition, these must be cases with a good prognosis. Commitment, on the other hand, typically comes as the culmination of a long series of events during which the court loses patience with the delinquent.

Indeed one might well pay special attention to the eight boys who have made excellent progress despite their commitment on criminal charges. Their case histories indicate that for the most part they were not involved with gang delinquency though they usually had been to court on several occasions. In four of the cases it is possible to document the help and guidance provided by a particular "caring adult" who was associated with a private agency. In three of these four cases this adult focused attention on vocational training and realistic plans for economic security. While this tiny collection of "success stories" is hardly the basis upon which to plan a program, the existence of these common threads is suggestive.

HOW EFFECTIVE WERE THE INVESTMENTS?

In the period of May and June 1973, the Department of Youth Services purchased 115 different services for the 106 youth in our sample, using the Federal money obtained through the Impact grant. The discrepancy in figures was caused by the fact that in some instances a boy or girl might have been in two residential placements, or a residential placement and a foster home during these two months. In a few cases, residential placements were combined with schooling purchased from another source.

Each of these 115 purchases of service was termed an "investment by DYS" in the youth. It was assumed that in every case the Department, by purchasing the service, was seeking a "payoff" in the form of reduced criminal activity, increased commitment to school or work and increased community adjustment. Our development of the 106 case histories, then was intended to allow us to determine the number of times in which an investment actually seemed to lead to such a happy outcome.

It should be noted that it was not sufficient, from our point of view, to show that a favorable outcome (usually a "4" or a "3" in the Global ratings) had taken place. We were seeking evidence that the particular investment made during May and June of last year could reasonably be assumed to have played a role in that outcome. In some cases this was very easy. For example, when the investment led to a private agency worker's assignment to a boy's case and there was plentiful evidence to show that this worker had been highly successful as a friend and advocate for the boy, we termed this an "effective" investment.

However, there were also instances in which the eventual adjustment of the client may have been excellent but the available evidence indicated that the investment made in May and June of 1973 apparently had nothing to do with the favorable outcome.

We classified investments into three categories: effective, palliative and ineffective. The term effective was reserved for those cases in which we felt there was sufficient evidence that the service which had been purchased had, in fact, contributed to some extent, to a successful outcome. The palliative category developed from our finding that there were a substantial number of cases in which the service which had been purchased seemed

to have no effect on the client either way. These were cases in which the youth passively "went through the motions" of a program but emerged seemingly untouched by it. Characteristically, their behavior minimally conformed to expectations as long as they were in the program but deteriorated as soon as they left it.

The term ineffective was used for those cases in which the service did not seem to have this temporary effect on behavior. Frequently the young people in these cases ran from these programs or were terminated by them. In a few instances an argument can be made that a program actually was a malign influence, but for the most part these ineffective purchases of service reflected an inability to find a common ground of communication and trust.

Inevitably, there were a few cases, 11 in number, in which it proved impossible to form any reasonable judgement about the effectiveness of an investment. These cases were concentrated among the court referrals where information was characteristically scanty.

RATING THE INVESTMENTS--THE GIRLS

In the preceding analysis of the twenty-nine girl sample we found that when failure is defined as "returning to court since July 1, 1973" the girl's failure rate is only 13.7%. If failure is defined as a Global rating of "1" or "2" the failure rate increases to 24.1%. These figures lead us to expect the finding that services purchased by DYS were effective in a good many cases.

There were 31 separate services purchased for these girls during time in question. Their effectiveness ratings are:

| Category | Number | Percentage |
|-------------|--------|------------|
| Effective | 10 | 32.2% |
| Palliative | 9 | 29.0% |
| Ineffective | 7 | 22.5% |
| Unknown | 5 | 16.1% |

In discussing the measurements of success we found that younger and older girls seemed to perform about equally. The same is true for these ratings. For example, the ten effective investments are split equally between younger and older girls.

The following table analyzes the effectiveness ratings by the four classifications we have established:

| CATEGORY | COURT REF CHINS CASE | COURT REF NON-CHINS | COMMITTED CHINS CASE | COMMITTED NON-CHINS |
|-------------|-------------------------|------------------------|-------------------------|------------------------|
| Effective | 4 | 3 | 0 | 3 |
| Palliative | 2 | 0 | 6 | 1 |
| Ineffective | 2 | 1 | 4 | 0 |
| Unknown | 5 | 0 | 0 | 0 |

When the base numbers are small, as they are in this sample, interpretation becomes difficult and possibly irrelevant. However one peculiar finding emerges from this table. Only eight investments were made in behalf of girls who had actually committed crimes and who might therefore be DYS cases, and of these ~~SIX~~ were effective. This supports the practical wisdom of so many workers in the field, that girls coming into care as a result of stubborn child or runaway charges were presented problems just as difficult as those charged with criminal acts complicated by familial rejection.

Of particular interest is the number of cases in which investments were palliative only. Looking at these nine cases we find they are usually girls rejected by their parents and committed or referred to DYS as a way of obtaining a home or other practical assistance. Foster care was the service purchased in five of these cases but evidence showed that all these foster families had little real control over the girl's behavior. At best they provided three meals and an opportunity to develop their own personalities in somewhat less destructive environment.

The five investments of unknown effectiveness represent 16.1% of the whole group. This is a considerable sample loss and unfortunately reflects our inability to obtain a larger amount of information on court referred cases.

In the last analysis it must be said that the rather low rate of failure, as we have defined it, can only be attributed in part to the effectiveness of DYS investments. There are a number of girls who now appear to be doing well despite palliative or ineffective investments. It may be that for a particular type of girl, the type of investment we have called palliative provides enough practical help to allow her to make the adjustment to adulthood in an adequate fashion.

RATING THE INVESTMENTS--THE BOYS

In the analysis of the sample of seventy-seven boys we found that when failure is defined as "returning to court since July 1, 1973" the boys' failure rate is 32.4% of the sample. If failure is defined as a "Global rating of "1" or "2" the failure rate rises to 41.5%. These figures lead us to expect that services purchased by DYS were reasonably effective although not as effective as in the case of the girls.

There were 84 investments made on behalf of this sample of seventy-seven. The effectiveness ratings are:

| Category | Number | Percentage |
|-------------|--------|------------|
| Effective | 33 | 39.2 |
| Palliative | 19 | 22.6 |
| Ineffective | 26 | 30.9 |
| Unknown | 6 | 7.1 |

The previous discussion of failure and success showed that while older and younger boys returned to court in equal numbers the older group seemed to perform a bit better when judged by the global ratings. This is supported by the following breakdown on effectiveness of investments.

| Category | Younger (11-15) | Older (16-18) | Unknown |
|-------------|--------------------|------------------|---------|
| Effective | 13 | 18 | 2 |
| Palliative | 11 | 8 | 0 |
| Ineffective | 15 | 10 | 1 |
| Unknown | 2 | 3 | 1 |

The following table analyzes the effectiveness ratings by the four classifications we have developed:

| CATEGORY | COURT REF CHINS CASE | COURT REF NON-CHINS | COMMITTED CHINS CASE | COMMITTED NON-CHINS | UNKNOWN |
|-------------|-------------------------|------------------------|-------------------------|------------------------|---------|
| Effective | 4 | 8 | 9 | 11 | 1 |
| Palliative | 1 | 5 | 4 | 8 | 1 |
| Ineffective | 1 | 3 | 7 | 15 | 0 |
| Unknown | 1 | 1 | 1 | 2 | 1 |

In our previous discussion we have pointed out that "failures" are concentrated among the boys committed on criminal charges--those boys who under present law will continue to be committed to DYS. Thus we would expect that ineffective investments would also be concentrated in this category. In actuality we find that only 11 of 36 purchases of service, 30.5% of the total, were deemed to have been effective. In contrast we find that for the other three major classifications there were 45 investments of which 21 (46.6%) were effective.

This raises a question we are unable to answer: to what extent is the relatively poor performance of the boys committed under criminal charges actually due to poorly chosen and poorly administered services? It is obvious that these are the boys with the least favorable prognosis and it seems most unlikely that DYS placement decisions were selectively inferior, that is, working well with court referrals and those committed on status charges but not very effectively with those committed on criminal charges. It is much more probable that within this group we have isolated most of the "heavy" boys who are involved with adult criminals, gang delinquency and/or who have major problems in controlling their violent tendencies and that all programs are least effective with such boys.

However this low level of effectiveness in purchasing services during May and June of last year may, in part, have been a temporary phenomenon. Only a series of ongoing studies by DYS could establish whether or not 30% was a reasonable or "normal" "Effectiveness Ratio" for services purchased for this population. This is an important point for with the new law now on the books, most of the services DYS purchases for boys will come in this category. And if, at any moment, 70% of these placement decisions might later be turned ineffective or palliative, a great deal of money will be invested for small return.

An observant reader will already have noted that contrary to our expectation the proportion of effective investments made for boys was actually higher than the

equivalent figure for girls; 39.2% vs. 32.2%. However the proportion of ineffective investments was also higher among the boys. To some extent these discrepancies are accounted for by the fact that we do not know the effectiveness of 16% of the girl's investments and by the high proportion of palliative investments among the girls. In the end, however, one cannot avoid the feeling that DYS girls and boys are quite different populations and that they cannot be usefully compared. This, in turn, suggests that program planning and policy development for girls should be administered both at Central Office and Regional levels in such a way as to make clear that the needs of the two groups are different.

However, among both boys and girls we have found that the proportion of cases in which an investment was demonstrably effective was much lower than the "failure rates" we had previously calculated would have led us to believe. It may well be that our criterion for an "effective investment" was simply too strict. Perhaps those investments we called "palliative" were actually more effective than we believed, or at least supplied more emotional and practical support than we realized. Also there were some instances in which the May-June 1973 investment failed to work out but a later investment was more effective. Yet in addition to all these factors there is indication in some case histories that success as measured by our global ratings or the criterion of non-appearance in court was the result of a voluntary decision on the part of a boy or girl that a life on the street was not satisfying or rewarding enough and that squarer life would be preferable, and that this decision was seemingly independent of outside intervention.

QUESTIONS AND RECOMMENDATIONS

Part of our original task was to respond to several questions regarding Department policies. Our replies to these questions and a set of recommendations follow:

1. By what criteria has DYS assigned different kinds of children to different community programs?

When a DYS worker attempts community placement for a particular child, a number of competing factors exert influence on the final decision. These factors are not always explicitly verbalized nor is there any existing set of general guidelines from which the worker can draw specific advice; rather a number of very practical and rapid decisions have to be made, often with less than complete knowledge about the client. Our contacts and interviews with many DYS workers, placement agency personnel, and court personnel point to the existence of a rough classification scheme, a kind of "street triage", developed out of practical necessity and possessing the major virtue of hewing very closely to the reality of the child's situation. In essence, the caseworker seeks answers to five questions:

- Can the child go to school?
- Does the nature of the charge force DYS to seek a secure placement?
- Is the community watching the individual so closely that further difficulty with the law is almost inevitable?
- Is there a viable home situation that can maintain the child while other community services are being brought to bear?
- In the case of older children, are they employable?

The particular pattern of answers to these pressing questions quickly reduces the choices for a given youngster to well below the 200 + agencies that DYS holds contracts with. In addition, there are the further restrictions imposed by age, sex and regional origin of the child. As a practical matter then, the DYS caseworker or placement worker is, in many instances, making the selection from only a few agencies.

In actual practice the placement process does not proceed exactly as the above "evaluation" - "reduction" scheme depicts it. There is another level of concern which often forces hurried placement. These are the emergency or crisis situations which face the worker with a young person in need of immediate maintenance and support. A child may literally be living in the streets, or he may need to be taken out of an intolerable situation of abuse or neglect at home. Another child may be in a placement situation which is refusing to keep him any longer. A child's behavior may have so alienated the people in a community that his physical safety is threatened. The details can vary but the need to do something fast is always there and little thought can be given to the niceties of appropriate placement, especially if a court is expressing a sense of urgency as well.

Our observations suggest to us that the DYS caseworker functions in many respects rather like a rental agent who is attempting to locate scarce apartment space for a long list of distraught tenants in urgent need of places to live. This metaphorical agent's task is complicated by his relative inability to get specific information regarding the real housing needs of his clients; he may have a lot of hearsay information gathered at odd times and often in unreliable ways but little that will tell him how a given client will react to a particular kind of apartment. Under the added pressure of little time he does the best he can, but clearly he could do much better for his clients with more specific, situationally relevant information.

One of the principal decision makers in the placement process is often the child himself. Some youngsters seem to have a strong sense of what does not feel right and will run from placements no matter how desirable they seem to others. Others seem to know precisely what they want and will stage a protracted battle to get it. We discovered two separate cases--a boy and a girl--who had been with foster families they liked but which DYS workers felt were unsuitable. Both youngsters simply ran from all other placements back to their preferred foster families until DYS allowed them to stay. In both cases the outcome has been excellent. We are not making a case for total self-selected placement but simply indicating that a powerful factor in the assignment of DYS clients to various community programs is the young person's subjective assessment of how comfortable a given placement feels. That being the case it might be prudent for the caseworker to seek the child's

views early in the placement rather than have the child demonstrate how he feels through a variety of expensive and time consuming non-verbal techniques.

In actual daily usage criteria related to the psychological characteristics of each child seem, at best, to be of only marginal value as far as placement is concerned. Very obvious matters, such as retardation or psychosis, are given considerable weight in the placement decision, primarily because there are so few placements for such children, but most of the findings in psychiatric or psychological evaluations are at such a level of abstraction that the hard pressed caseworker is unable to make the connection to the concrete placements he has available. Information about problems of ego strength or psychological defense do not point to any particular placement as the best program for such a child. Since almost no placement implications follow from such information, caseworkers largely ignore these expensive evaluations. A few placement agencies, such as Alpha-Omega Hall, for example, set great store by psychological criteria because their program relies heavily upon psychoterapeutic measures. But even there, it is our impression that the real benefits of the Alpha-Omega program flow from their very supportive milieu rather than their therapy program.

Another aspect which influences agency selection concerns the past experience of regional office personnel in dealing with a particular program. What seems to happen is that each caseworker builds up, out of experience, a sense of what each agency can do, what the capabilities are of individual staff members, and, of greatest importance to daily decision making, what the track record of each placement agency looks like over time. For some agencies a feeling of all around competence emerges and they are heavily used--perhaps, at times, overused. For others a sense of competence in narrowly limited areas develops and they are utilized accordingly. (In the latter instance the agencies rarely agree with the estimate of their ability and tend to feel abused, especially if they are dependent upon DYS for the bulk of their funding. Caseworkers also learn to operate around the limitations imposed by regional boundaries since only a few placements are open to all the regions, while others are shared by a few regions, and many of them are restricted to one region. Again, as a necessary response to the needs of children, the various workers and agency personnel learn how to fine tune such factors as past addresses,

parent and parent surrogate locations etc, thereby making the regional boundaries at least semi-permeable to the passage of children who need something that happens to be over the hill.

2. Do the community agencies feel they were well suited in terms of resources to help the children DYS assigned to them?

Visits by the evaluation team to community agencies were made on a very selective basis to serve particular purposes. At the simplest level we needed to fill information gaps found in the regional office folders on children in our sample. We wanted to know what had happened to the sample children during the year following the May through June 1973 Impact period. We hoped to gain some first hand information from DYS youth as to how they had reacted to the services they received during those two months. In some cases a significant number of youth from our sample were served by one agency, thus making it a matter of efficiency to visit there. Beyond such direct information needs, we wanted to gain some perspective on how the functions of DYS were perceived by front line agency people who deal with DYS on a daily basis.

The list of agencies we selected included more than time would actually permit us to visit. Below are the names of the agencies that we actually did contact: Dare, Inc., Farr Academy, Children in Crisis, Come Alive, Transitional Alternatives, Roxbury Tracking, Edith Fox Home, Center for Alternative Education, Group School in Cambridge, Fall River Home for Children, New Bedford Child and Family, Boston Children's Service, United Homes for Children, Alpha House, Roxbury Medical Technical Institute, Northeastern, Crittenden Hastenings Home, Concord Family Service, Cambridge-Somerville Catholic Charities, Donnor House, St. Vincent's Home, Together Inn, and several foster parents.

Noticeably absent from this list are several agencies that, we think, need this kind of attention; places like Austin Cate and the Academix programs--in short, the out of state and inaccessible. Written reports from these agencies are either scanty or, more often, nonexistent. The aura of unknown that characterizes these programs is intensified by conflicting oral reports. A caseworker in one region said Academix placements were working out very well; yet, the placement supervisor in another region claimed that, "All DYS regions will no longer send any kids to Academix programs because of recent incidents there."

One of the boys in our sample has been at Austin Cate for three and a half years now, yet the most recent information in his regional folder is a grade report dated March 1972. While it is easy to understand why caseworkers cannot be in Maine or New Hampshire, we believe that someone in the Department ought to be assigned the task of checking up on these youth as well as the programs themselves. Furthermore, once this has been done, the findings ought to be disseminated to all seven regions.

During our conversations with program directors, we looked for information that would shed some light on how well these agencies felt they were suited to help the children DYS had assigned to them. While the responses varied, we would have to say that many of the program people we spoke with were concerned that DYS was not sending them the "kind of kids" they felt their programs were designed to serve. For example, the director of Transitional Alternatives claimed their program was geared to and capable of handling "heavy kids" yet, DYS was not sending them. The result is that they have had to modify their program.

Some program staff, when pressed, were unable to specify in any useful way what kind of kids they wanted. They could say what they did not want and one program director said that it did not make much sense to try to specify in advance, since clients could change so much in a new setting that it was no longer possible to say what a "heavy" kid really looked like.

A number of programs had complaints concerning the procedure--or more aptly, the lack of it--by which kids were referred to them. Boston programs were particularly vocal about this. They complained about kids simply arriving, sometimes the child's appearance was preceded by a phone call, but any information if it arrived at all, was slow to follow. And when the information did arrive, it was often considered worthless.

While reading regional folders, we noticed that a large number of the youngsters who had either been rejected or ejected from programs, appeared to be cases of inappropriate placement. Caseworkers will openly acknowledge that in order to get a program to take certain kinds of youth, they can't be all that honest in describing a particular youth's behavior.

If they were, the youth would be rejected on the spot. What often happens, then, is that the rejection is simply postponed for a few days. Not only then are there legitimate gripes from program people that "kids aren't adequately screened", but apparently rejections are related to the availability of certain kinds of programs that will accept only "certain kinds of kids."

Programs that are financially dependent on DYS are frequently placed in a position where they lack the power to make demands on DYS; for instance, that all youth be screened before they are sent off to the program. Some of these programs recount stories of how the internal structure of their programs has been subject to upheaval. For example: having to lay off staff because they haven't been paid or because of the unpredictable number of referrals at any given time.

Programs that do not rely exclusively, or for the most part on DYS for financial support, are in a more flexible position--that is, they have a bargaining position that DYS must recognize at least from time to time.

But the flexibility afforded by financial independence from DYS has another aspect. Programs that have a limited number of DYS slots sometimes call the shots too readily, either by refusing to accept or by expelling a number of kids. Some of the instances that we observed did look like legitimate rejections, given the match of the kid to the program, but other cases clearly had the appearance of insufficient cause, or a 'simply couldn't be bothered attitude'. However, we view financial independence and all that goes along with it as a healthy characteristic. The negotiating table is then open for 2-way bargaining. DYS personnel then have the opportunity to assess and evaluate agencies with whom they have contractual agreements. If certain programs are continually rejecting or expelling kids, this ought to be investigated. Perhaps some of these agencies ought to be dropped and incentives to develop new programs circulated by regional administrators.

3. Has DYS provided continued support after placement and been responsive to the needs of children?

Our perceptions of the DYS placement process were described in the response to question 1. The term "placing" carries with it the suggestion of "staying", which is not an accurate account of what transpired after many of the youth in our sample were placed. During their DYS careers these youth have been repeatedly placed.

It is our belief that DYS case work consists of guiding and monitoring this mobile population. The role of the caseworker is, in many respects, like that of a broker or rental agent.

Our interviews and observations indicate, with a few notable exceptions, that the operational definition of DYS casework has had to be "get the youngster placed and let the agency people handle his needs." This is not to imply that casework ends when placement begins. Youth committed to the Department are groping as they mature into adulthood. Their adolescent needs are constantly changing and should be closely monitored. For example, when one placement terminates and another begins, the youth may have simply outgrown a particular program.

Generally, residential programs take over 24 hours a day responsibility for their charges so that contact with the caseworker is sporadic. Nonresidential programs are more complex and variable. A number of these agencies routinely assign their own caseworkers which usually means that DYS contact is limited to a three month follow up. In other nonresidential programs where DYS worker was unsure of the agency, a good bit of time might be spent, to the point of supervision.

For the most part, caseworkers are trouble shooters and so they go where the trouble is. If an agency complained about a kid's behavior, or if the kid became involved with the police or the courts, the caseworker was under pressure to get involved. But if these problems did not arise and the agency made no requests, a good bit of time would elapse between visits. While this is the general pattern that we observed, there are caseworkers who are concerned and continually involved in the activities of their clients, to the extent that they become advocates.

To a considerable extent, the norm or pattern that we observed may well be the way it has to be. The "rental agent" metaphor is legitimate and therefore there is no real hope that DYS workers will be eagerly providing "continued support" after placement unless the "rental agreement" breaks down. It may be wise to give open legitimacy to the real role and attempt to build changes with recognition of what the real work pressures are.

4. What are the youth's attitudes toward their placement during this period? Has a helping relationship with the community agency continued since the individual child left?

Sampling of client attitude toward placement, on a direct interview basis, proved to be an essentially impossible task, given the major restrictions on time available for that portion of evaluation. We encountered such difficulties as uncertainty as to a child's present location, no telephone, appointments made with particular youngsters who then did not arrive, incompatible schedules between caseworkers, interviewers and youngsters, etc. We do not, therefore, have any usable information gathered at first hand from DYS service consumers. Such data would be most valuable to a full evaluation, and could be gathered via modified data gathering methods, most especially the assignment of interviewers to a particular region with the resources to stay for several weeks so that the necessary leg work could be done.

The continued relationship part of this question implies that a client has graduated from a program, or at least left in some kind of good standing. Of the 60 active DYS clients, 25 continued to receive services from the same agency at the time of this study. Two of the inactives were in their original placement but funded by non DYS sources. Several factors were present as regards the remaining 35 active cases. For some the question is not applicable because their placements were of a very temporary nature. A number ran from a variety of placements (perhaps their own non-verbal report concerning their feelings about placement) while others were ejected from the program. Other children were in out-of-state programs and very difficult to contact. And finally, there were six children in our sample who were placed in programs that no longer exist.

Whether or not the 25 continuing contacts constitute "helping relationships" is, to some degree, a matter of definition. At least half continue with regular, self-initiated contacts, and use the workers for purposes which both client and workers see as constructive. The others will call for help when they are in trouble of one kind or another. In our view this is a legitimate use of DYS time and often helps to get youngsters through difficult situations so that they can continue to develop in new directions.

It appears that more helping actually goes on than the raw data can substantiate. As with so many other issues of adolescence, the final outcome is not in easy view and any particular set of contacts that seem on the surface to be negative or neutral can, in a longer time frame, be part of a chain of uneven but positive development.

RECOMMENDATIONS

We recommend that DYS establish a series of small shelter care facilities serving approximately 15 to 20 children at a time. These shelter care programs would be operated by well trained and experienced staff which could, in the course of two weeks, sample enough of the youngster's behavior to formulate an initial placement plan based upon his actual behavior in a variety of realistic social situations. This process could supply answers to questions such as the following:

- To what extent is he susceptible to group pressure?
- What kinds of situational stress can he cope with?
- To what extent is he accepted by peers?
- How does he respond to efforts by others to make contact?
- How consistent is his overall social behavior during a significant time period?

We recommend that the proposed shelter care program be coordinated with a Department wide commitment to long range planning for DYS wards. It is our observation that current planning processes for DYS youngsters tend to be short range in nature, occur only sporadically, and seem to be based on the hope that at age seventeen a good home, caring sensitive parents and a friendly employer will materialize to accept the client into adulthood.

The realistic fact is that the bulk of DYS cases in our sample will have to make it as seventeen year old adults with little help from family and friends. This being the case a plan focused on teaching practical survival techniques must be developed and he or she should be involved in that planning from the beginning.

Obviously, for the younger children it would be vain to attempt to form precise goals focused four or five years ahead. For them, interim planning around schooling, surrogate family situations etc. is in order. But around the time of the fifteenth birthday an in depth fresh look should be taken planning for an exit from the agency at age seventeen, with the knowledge that the largest number of such exits will have to be into independent living status and employment.

Such planning would probably best be done through the regional evaluation center in collaboration with the regional office staff workers. Many issues of staff training and collaboration skills would have to be tended to but the basic concept seems to have considerable merit.

We recommend that greater attention be paid to vocational planning for older DYS clients--both boys and girls. This should not be limited to situations in which a specific skill is learned through a formal training program, although this is frequently needed. It should also encompass job readiness training, job development, job placement and counseling after placement.

We recommend that central office staff continually disseminate revised evaluations of placements and non-residential services throughout all regions.

We recommend that regional office files be regularly reviewed in order to assure that no active DYS case is without a caseworker.

We recommend that the central office staff systematically monitor the files of all regional offices semi-annually in order to assure that reports from placements and caseworkers are kept up to date.

We recommend that each region arrange to have those boys visited who are placed in facilities outside of the Commonwealth. These visits might be contracted to trustworthy persons associated with child care programs in these states. Each visit should be followed by a status report. Attention should be focused on their eventual return to Massachusetts.

We recommend that newly acquired foster homes be more carefully screened and that caseworkers make a special effort to maintain close contact with foster parents responsible for DYS wards.

We recommend that whenever a child is placed in foster care with a relative, the caseworker and regional administrators should closely monitor the adequacy of the supervision which the child receives.

Appendix A
Case Histories

This appendix which includes the 105 case histories (names deleted) prepared in the course of the study is kept on file in the office of the Director of Planning for DYS. For purposes of research directly related to the needs of the Department, applications to review this material will be considered.

Appendix B
Worksheets

WORKSHEET

Region I

| <u>Client Number</u> | <u>Global</u> | <u>Outcome</u> | <u>Service Purchased</u> |
|----------------------|---------------|----------------|--------------------------|
| 1 | 4 | E | FC |
| 2 | 4 | P | FC |
| 3 | 3 | I | FC |
| 4 | 4 | E | FC |
| 5 | 2 | P | Group Home |
| 6 | 3 | E | Lexia |
| 7 | 3 | E | Berk. N.Y.C. |
| 8 | 4 | E | U. Mass. |
| 9 | UK | I | Spring N.Y.C. |
| 10 | 1 | P | U. Mass |
| 11 | 1 | I | Berk. N.Y.C. U. Mass. |
| 12 | 3 | P | Spring N.Y.C. |
| 13 | 4 | E | Landmark |
| 14 | 2 | P | Regeresis |
| 15 | 4 | E | Amer. Int. College |
| 16 | 4 | E | Berk. N.Y.C. |
| 17 | 2 | P | Applewood |
| 18 | 4 | E | Group Home |
| 19 | 4 | E | Spring N.Y.C. |
| 20 | 1 | I | Liberty St. |

Global:

"4" - 9
"3" - 4
"2" - 3
"1" - 3

unknown - 1

Investment:

effective - 10
palliative - 6
ineffective - 4
unknown - 0

WORKSHEET

Region II

| <u>Client Number</u> | <u>Global</u> | <u>Outcome</u> | <u>Service Placement</u> |
|----------------------|---------------|----------------|------------------------------|
| 2-1 | 2 | P | FC |
| 2 | 2 | P | FC |
| 3 | UK | P | FC |
| 4 | 4 | I | Anker House |
| 5 | 1 | I | Regeresis |
| 6 | 3 | P | Hurricane Isl. |
| 7 | 3 | E | Come Alive |
| 8 | 4 | E | Come Alive |
| 9 | 3 | P | Austin Cate |
| 10 | 1 | I | The Bridge |
| 11 | 4 | E E | Edith Fox Cent. Alt. Edu. |
| 12 | 1 | I I | FC Anker House |

Global

"1" - 3
"2" - 2
"3" - 3
"4" - 2

unknown - 1

Investment

effective - 4
palliative - 5
ineffective - 5
unknown - 0

WORKSHEET

Region III

| <u>Client Number</u> | <u>Global</u> | <u>Outcome</u> | <u>Service Placement</u> |
|----------------------|---------------|----------------|--------------------------|
| 3-1 | 1 | I | FC |
| 2 | 2 | P | Dare Home |
| 3 | 4 | E | FC Cor. Fam. Service |
| 4 | 1 | I | Catholic Charities |
| 5 | 1 | I | Dare Home |
| 6 | 4 | E | Group School |
| 7 | 4 | E | Catholic Charities |
| 8 | UK | UK | Austin Cate |
| 9 | 1 | P | Mass. Residential |
| 10 | 4 | E | Dare Home |
| 11 | 2 | P | Farr. Acad. |
| 12 | 4 | E | Bubbling Brook |
| 13 | UK | I | Cor. Fam. Service |
| 14 | 4 | E | Hamp. N.Y.C. |

Global:

"1" - 4
"2" - 2
"3" - 0
"4" - 6

unknown - 2

Investment:

effective - 6
palliative - 3
ineffective - 4
unknown - 1

WORKSHEET

Region IV

| <u>Client Number</u> | <u>Global</u> | <u>Outcome</u> | <u>Service Placement</u> |
|----------------------|---------------|----------------|---|
| 4 - 1 | 2 | P | FC |
| 2 | UK | UK | FC |
| 3 | 4 | E | FC |
| 4 | UK | I | Liberty Street |
| 5 | 2 | I | Hayden Inn |
| 6 | 1 | UK P | Child, Friend, & Family Liberty Street |
| 7 | UK | UK | Rockwook |
| 8 | 4 | E | Dare (NR) |
| 9 | 1 | I | Comm. Aftercare |
| 10 | 1 | I | Come Alive |
| 11 | 3 | E | Catholic Charities |
| 12 | 1 | P | Liberty Street |
| 13 | 3 | E | Liberty Street |
| 14 | UK | UK | E. Bost. Soc. Center. |
| 15 | 3 | I | Hayden Inn |
| 16 | 4 | E | Acid House |
| 17 | UK | UK | Riverdale School |
| 18 | UK | E | Acid House |
| 19 | 4 | E | Catholic Charities |
| 20 | 4 | E | The Bridge |
| 21 | UK | UK | E. Middlesex Oppor. Council |
| 22 | UK | UK | Robt. White |
| 23 | 1 | I I | Dare House Child, Friend & Family |

Global

unknown - 8

"1" - 5
"2" - 2

"3" - 3
"4" - 4

Investment

Effective - 8
Palliative - 3

Ineffective - 7
Unknown - 7

WORKSHEET

Region V

| <u>Client Number</u> | <u>Global</u> | <u>Outcome</u> | <u>Service Placement</u> |
|----------------------|---------------|----------------|-------------------------------|
| 1 | 4 | P | Palfrey St. School |
| 2 | 2 | E | Devereaux |
| 3 | 4 | E | Trans Alternatives |
| 4 | 4 | E | Donner House (Prot. Youth) |
| 5 | 1 | P | Academix |

Global

"1" - 1
"2" - 1
"3" -
"4" - 3

Investment

palliative - 2
effective - 3

WORKSHEET

Region VI

| <u>Client Number</u> | <u>Global</u> | <u>Outcome</u> | <u>Service Placement</u> |
|----------------------|---------------|----------------|-----------------------------------|
| 6-1 | 2 | P | FC |
| 2 | 4 | E | FC |
| 3 | 2 | P | Child. in Crisis |
| 4 | 4 | E | United Homes for Children (FC) |
| 5 | 2 | I I | Dare (NR) Farr. (NR) |
| 6 | 4 | I | Bos. Child. Service |
| 7 | 4 | E | Res. Rehab. |
| 8 | 4 | E | Northeastern |
| 9 | UK | UK | Austin Cate |
| 10 | 1 | I | Northeastern |
| 11 | 3 | I I | Proj. Place Middle Earth |
| 12 | 1 | I | Rox. Med. Tech. |
| 13 | 4 | UK | Lexia |
| 14 | 3 | UK | Lexia |
| 15 | 2 | P | Rox. Med. Tech. |
| 16 | 3 | P | Dare (NR) |
| 17 | 2 | I | Farr. |
| 18 | 4 | E | Academia |
| 19 | 1 | I | Liberty St. |
| 20 | 1 | I | Dare (NR) |
| 21 | 2 | P E | Dare Northeastern |

Global:

"1" - 4 "3" - 3
"2" - 6 "4" - 7

Investment:

Effective - 6 Ineffective - 10
Palliative - 5 Unknown - 3

unknown - 1

WORKSHEET

Region VII

| <u>Client Number</u> | <u>Global</u> | <u>Outcome</u> | <u>Service Placement</u> |
|----------------------|---------------|----------------|--|
| 7-1 | 2 | I | H.R.I. |
| 2 | 3 | P | FC (Gr. Mo.) |
| 3 | 4 | E | Child's Home of Fr. |
| 4 | 3 | P | St. Ann's |
| 5 | 4 | E | St. Vincent's |
| 6 | 4 | E | St. Vincent's |
| 7 | 3 | E | Res. Rehab. |
| 8 | 4 | E P | N.B. Child & Fam. & ITT Pilgrim House |
| 9 | 1 | I | Dare School |
| 10 | 1 | I | N.B. Child & Family |
| 11 | 4 | P | F.C. |

Global

"1" - 2
"2" - 1
"3" - 3
"4" - 5

unknown - 0

Investment

Effective - 5
Palliative - 4
Ineffective - 3
Unknown - 0

END