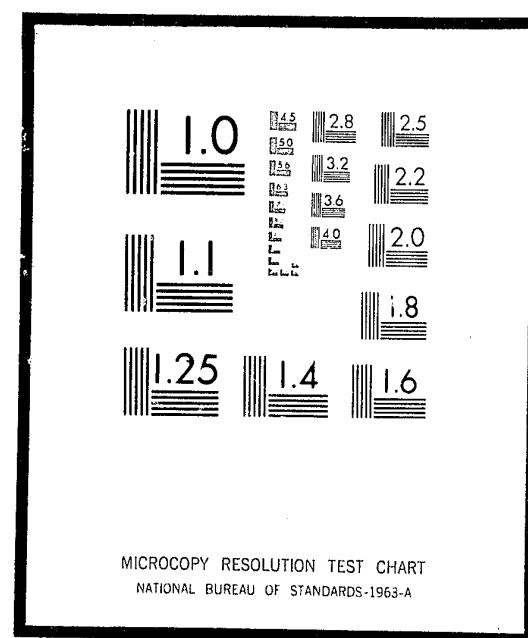


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FINAL EVALUATION REPORT,
PART I

Pennsylvania - Governor's Justice Commission - Central Region

THREE RESIDENTIAL TREATMENT PROGRAMS
CENTRAL REGION, GOVERNOR'S JUSTICE COMMISSION

CT-74-C-C4-2-395
NORTHUMBERLAND COUNTY GROUP HOME,
CT-74-C-B1-405,
CENTRE COUNTY ATTENTION HOME, and
CT-74-C-C4-2-440
LYCOMING COUNTY GROUP HOME

Submitted by
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September, 1975

INDICATORS OF
PROGRAM EFFECTIVENESS:
PROGRAM GOALS

Each of the programs is evaluated according to its own objectives and/or with respect to the ultimate objective of contributing to the reduction in the incidence of delinquency in the community. All the programs share the common objectives of returning their residents to the community as crime-free individuals. Family reintegration is a goal for all the programs. However, the degree of disruption to family life is so great in some cases that foster care and emancipation have been successful alternatives. All the programs are described as alternatives to institutionalization and are designed in principle to intervene as such an alternative, preferably prior to institutionalization has already occurred. Consequently institutionalization after release from the program for any reason is considered a measure of program failure. In the case of the Attention Home, many of the residents were only "status" offenders prior to placement and consequently are less likely to commit crimes upon release than residents in the other programs, nearly all of which had committed acts which would be crimes if they had been adults.

Effectiveness is measured in terms of the percentage of residents who were "successes" out of the total number of residents released from the program. Successful residents are those who, as a direct result of program intervention, have been returned to the community (been reintegrated) and have been crime-free since their release (the usual 2-year standard for measuring recidivism cannot be used in these relatively new programs).

Each program is compared with a matched control group selected from

a pool of clients that could have been placed in the programs during a period of time just prior to the opening of each of the group homes. Residents were matched by age, sex, type of offense history, type of family situation, and amount and type of contact with the criminal justice system. The control group for the Attention Home was taken from the files of Centre County Children's Services. The control groups for the other two programs from their respective Juvenile Probation Offices. Effectiveness for each control group is defined in terms of the goals of the matching program. A break-down for non-institutional and institutional placements is presented for each control group. Success is evaluated in terms of the behavior of the control group during the summer, 1975, approximately two years after potential placement.

Table 1. Overall Program Effectiveness (% Success)

	Attention Home	Achievment Place	Mountain View Lodge
	%	%	%
Program	43 (7)	13 (16)	17 (6)
Control Group	36 (11)	41 (17)	38 (8)
Non-Institutional	50 (8)	43 (7)	100 (3)
Institutional	0 (3)	40 (10)	0 (5)

NOTE: Numbers in parentheses indicate number upon which %age is based.

The Attention Home appears to be the most effective of the three programs. However, when compared to its own control group, the Attention Home has no demonstrable effect. As an alternative to other placements by Centre County Children's Services, Attention Home residents have fared no better or worse. Residents sent to Achievement Place and Mountain View Lodge are less fortunate than their counterparts who were otherwise handled by their respective Probation Departments.

Intervention succeeds at a pretty standard (1/3) level for Probation and Children's Services. The failure of "institutional" placements in both Northumberland and Centre Counties can be contrasted with the relative success of non-institutional placements and with "institutional" placements in Lycoming County. What distinguishes Lycoming County's institutional placements is that they are of relatively short duration (see Cost-Effectiveness section).

For less serious behavioral problems (as distinguished from emotional problems), the small Group Home is as adequate as its alternatives, but presents serious difficulties in dealing with seriously delinquent youth. The problem of "institutionalizing" juveniles is avoided when "institutional" placements are of relatively short duration.

PROGRAM EFFECTIVENESS BY TYPE OF OFFENSE

The type of offenses engaged in prior to placement in the Attention Home are predominantly "status" offenses. For the girls, sexual delinquency predominates. For boys and girls, the "inability" of their parents to control their behavior at home, and more importantly in school, was likely to bring them to the attention of official agencies. In other

words, these are either "incorrigible," and/or emotionally disturbed adolescents. The residents of Achievement Place and Mountain View Lodge were predominantly property offenders. The distribution of the most serious offense coming to the attention of the authorities for residents in each program is presented in the following table:

Table 2. Most Serious Offense by Program

Type of Offense	Attention Home	Achievement Place	Mountain View Lodge
	%	%	%
Status	55	6	13
"Victimless"	0	6	0
Property	36	72	63
Against the Person	9	17	25
Total (# of Residents)	100 (11)	101 (18)	101 (8)

One of the reasons why the Attention Home has a better behavioral performance record is because they have more status offenders. Table 3 demonstrates that, controlling for type of offense, program differences are virtually wiped out. Status offenders do better than others in all three programs. Although the statistics don't reflect it because the success rates are calculated on the basis of released residents, Mountain View Lodge's one truant remains in the program and is highly likely to complete it successfully. Furthermore, among "other" offenders only one in each program has completed the program successfully.

Table 3. Program Effectiveness by Type of Offense

	Attention Home		Achievement Place		Mountain View Lodge	
	Status	Other ¹	Status	Other	Status	Other
	&	%	%	%	%	%
Program	100 (2)	20 (5)	100 (1)	7 (15)	N.A. ²	17 (6)
Control Group	50 (6)	20 (5)	N.A.	41 (17)	100 (1)	29 (7)

¹"Victimless" offenses, property offenses, and offenses against the person.

²N.A. = Not Applicable,--i.e. no cases in this category.

Because they present fewer problems than more serious offenders, the status offender tends to stay in the group home for longer periods of time than the others. Not that emotional flare-ups don't occur among this group. They often are "difficult" to handle (this is why they have been placed), but serious illegal activities are unlikely. Both Mountain View Lodge and Achievement Place have conscious, deliberate policies to accept the more serious problems. The Attention Home staff and most of its

Board would prefer to accept the less difficult problems. Consequently, the current residents at the Attention Home either are or are programmed to be long-term residents. It is becoming a Group Foster Home (see Interim Report) at this time. Paradoxically, the less serious the "offense," the more time the "offender" spends in the group home, particularly at the Attention Home.

PROGRAM EFFECTIVENESS
BY TARGET POPULATION

At intake, residents can be distinguished with respect to their delinquent "careers"; i.e., their stage in the delinquency labeling process (see Interim Report). Effective responses to the offender's criminal history depend on the appropriate referral to a program designed for a given population. Officially, as stated in grant applications, etc. the target group for the Attention Home is the First Offender Group (Stage II). In fact (see Table 4), most residents have been "pre-delinquent," i.e., have never been in court for delinquent behavior, whose offenses are predominantly status offenses, and whose families are unable to cope with the situation, or post-institutional, emotionally disturbed individuals. Both Achievement Place and Mountain View Lodge pretty much stick to their target group of Repeaters (Stage III) who have no prior history of institutionalization (with exceptions). The operative (real) target group for the Attention Home is the Stage I resident who has family problems and is "pre-delinquent."

Table 4. Stage in Delinquency Labeling Process by Program

	Attention Home	Achievement Place	Mountain View Lodge
	%	%	%
I. Families with Problems	55	6	13
II. First Offenders	27	17	13
III. Repeaters	0	67	50
IV. Post-Institutional	18	11	25
Total (# of Residents)	100 (11)	101 (18)	101 (8)

In no case has a post-institutional placement proven successful. Of 6 residents with institutional histories, 5 lasted a month or less in the group homes. The sixth is still a resident in one of the programs. The Attention Home is once again most successful with its own operative target group (Stage I). Although limited in their success in general, 2 out of the 3 successful graduates of Achievement Place and Mountain View Lodge were Stage III (Repeaters). The remaining success and one soon-to-be graduated resident are both status offenders whose families were either fragmented or unable to control their behavior (stage I).

Controlling for the extent of involvement in a delinquent "career," the differences between the programs disappear. As far as behavioral goals are concerned, apparent program differences are a spurious function of the Stage in delinquent careers of the residents and the seriousness of their offenses. It is precisely because the Attention Home has had an effective target population of Stage I status offenders that it has been more successful. Selection criteria (i.e., selecting the easiest problems) rather than type of program is the key to success as far as behavioral objectives are concerned in these small group homes (see Table 5).

Table 5. Program Effectiveness by Target Population

	Attention Home		Achievement Place		Mountain View Lodge	
	Target ¹	Other	Target ²	Other	Target ³	Other
	%	%	%	%	%	%
Program	75 (4)	0 (3)	10 (10)	17 (6)	33 (3)	0 (3)
Control Group	50 (6)	20 (5)	38 (13)	50 (4)	50 (4)	25 (4)

¹Stage I.

^{2,3}Stage III.

PROGRAM EFFECTIVENESS
BY SEX

Only the Attention Home permits a comparison of boys and girls. Seven of 11 residents have been boys, including the last 4 most recent additions. Prior to the coming of placement of the 4 boys, the Attention Home Board seriously contemplated receiving girls only. In view of the fact that 2 of the girls were "successful" placements and the remaining 2 have been long-term residents, it seemed that girls assure some degree of success and financial (intake) stability. Boys have not done particularly well here (see Table 6). Nevertheless once the beds were being filled by boys, the idea of becoming an all girl program was dropped.

Table 6. Program Effectiveness by Sex (Attention Home Only)

	Boys	Girls
	%	%
Attention Home	20 (5)	100 (2)
Control Group	29 (7)	50 (4)

If we consider the 2 long-term female residents as not successfully reintegrated into the community, the true rate of success at this point is 50% (2/4). Although living conditions may be better for these residents than in an institution, the goal of family and community reintegration has yet to be realized.

It is evident from recent decisions and past discussions by the Attention Home Board that they have consistently sought to evolve informal intake criteria which would maximize success by selecting residents most likely to succeed--Stage I, status offender girls--and by reacting to intake demands as they arise. That the daily population has been low reflects other problems, such as not meeting the real needs of other agencies in the community to deal with more serious problems.

The dilemma for the small group home is based on a simple contradiction. The community need is for a community-based program for seriously delinquent youth (whether referred by Probation or Children's Services), but the group home works best with the least serious behavioral problems.

ESTIMATE OF LONG-RANGE EFFECTIVENESS

By obtaining the percentage of residents admitted during each calendar year who have successfully completed the program and by obtaining a best estimate of success (the mean Min.-Max. Score) for residents admitted this past year, the average rate of success is a best estimate of probable future success (see Table 7). Comparing the Estimate of Long-Range Effectiveness with the performance of their respective Control Groups, only Achievement Place performs significantly worse than its Probation Office counterpart ($p < .05$). The estimated performance of the Attention Home is virtually identical with that of Children's Services. Although the performance of Mountain View Lodge is apparently worse than the Northumberland County Probation Office, the difference is one that could have occurred by chance (Table 7). Any estimate of future success must be based on past performance. Until the new program began last Winter at Achievement Place, this facility was batting zero. An estimate of current performance based on all new admissions since the new staff came on duty and old residents present at the time is 42.9%, or virtually the same as the control group. Similarly, excluding the first 3 residents at Mountain View Lodge as failures because of poor initial intake and/or new staff with a new program, the best estimate of performance in 1975 is 40.0%, again very similar to the control group. Assuming stability in staffing and program structure (which is a big assumption in view of recent experience), these group homes are neither significantly more nor less successful than their alternatives, which include a mix of probation, foster care, and institutions (see Table 8).

Table 7. Estimate of Long-Range Effectiveness

	Attention Home	Achievement Place	Mountain View Lodge
	%	%	%
1973	50.0 (4)	0.0 (5)	-
1974	33.3 (3)	22.2 (9)	0.0 (3)
1975 (Min.-Max.)	0.0-50.0 (4)	0.0-50.0 (4)	20.0-60.0 (5)

Estimate of Long- Range Effectiveness	36.1 (11)	15.7 (18)	20.0 (8)
Control Groups	36.4 (11)	41.2 (17)	37.5 (8)
Difference	-0.3	-25.5*	-17.5

*p < .05.

Table 8. Estimate of Long-Range Effectiveness Assuming Program Stability

	Attention Home	Achievement Place	Mountain View Lodge
	%	%	%
Adjusted Estimate of Effectiveness	36.1 (11)	42.9 (7)	40.0 (5)
Control Groups	36.4 (11)	41.2 (17)	37.5 (8)

Table 9. Loss in Effectiveness Attributable to Program Instability

	Attention Home	Achievement Place	Mountain View Lodge
	%	%	%
Adjusted Estimate of Effectiveness	36.1 (11)	42.9 (7)	40.0 (5)
Estimate of Long- Range Effectiveness	36.1 (11)	15.7 (18)	20.0 (8)
Difference (Loss)	0.0	27.2	20.0

INDICATORS OF
PROGRAM EFFECTIVENESS;
SELF-CONCEPT AND SELF-CONTROL

Tennessee Self-Concept Scale--Total Positive Self:

As far as self-concept is concerned, the residents at the Attention Home appear to get progressively worse at each testing (whether looking at all the residents present for each testing--Table 10, or only those present at each testing--Table 11). At each testing they are significantly different from the norm (Table 10). These residents have poor self-images to start with and remain this way over time. A comparison of old residents and new residents at the first administration of the T.S.C.S. supports the notion that residents are not helped as far as counseling needs are concerned since the new residents have better self-images than the old residents (Table 12). The Attention Home's expressed goal of improving residents' self-images is not being realized. Unscheduled non-directive "counseling" sessions are not working. It does not help matters that an expressed belief is that "six months is too short a time to change self-images." This is no excuse in view of the fact that these data include long-term residents and evidence that other programs both in this study and elsewhere are able to effect significant changes in only six months.

Table 10. Mean Score on Self-Concept Scale by Program and Administration of the T.S.C.S. (All Residents)

	Attention Home	Achievment Place	Mountain View Lodge
Test 1	316.0* (6)	308.4** (7)	299.7** (7)
Test 2	296.3* (3)	329.5 (4)	313.5 (4)
Test 3	289.0* (3)	332.0 (3)	347.7 (3)

Note: Standardized General (Non-Deviant) Norm for Self-Concept=345.57
(S.D.=30.70)

* $p < .05$; ** $p < .01$. Each cell is compared with the norm using a difference-of-means test.

Table 11. Mean Score on Self-Concept Scale by Program and Administration of the T.S.C.S. (Residents Present at All 3 Administrations Only)

	Attention Home (N=3)	Achievement Place (N=3)	Mountain View Lodge (N=3)
Test 1	301.0	312.7	315.3
Test 2	296.3	332.0	327.3
Test 3	289.0	332.0	347.7

Note: Standardized General (Non-Deviant) Norm for Self-Concept=345.57 (\$D.=30.70).

DIFFERENCES BETWEEN TEST PERIODS

	Att. Home	Ach. Place	Mt. Vw. Lge.
T ₂ -T ₁	-4.7	+19.3	+12.0
T ₃ -T ₂	-7.3	0.0	+20.4*
T ₃ -T ₁	-12.0	+19.3	+32.4

*p < .05

DIFFERENCES BETWEEN PROGRAMS

	Ach. Home -Att.Home	Mt. Vw. Lge. -Ach. Place	Mt. Vw. Lge. -Att. Home
T ₁	+11.7	+2.6	+14.3
T ₂	+35.7	-4.7	+31.0
T ₃	+43.0	+15.7	+58.7*
T ₃ -T ₁ ¹	+31.3	+13.1	+44.4*

*p < .05.

¹Net Program Effect attributable to a given program as compared with other programs, holding initial client differences constant.

Table 12. A Comparison of New and Old Residents at First Administration of T.S.C.S. and I/E--Self-Concept Scale

	Attention Home	Achievement Place	Mountain View Lodge
Old	301.0 (3)	309.0 (4)	NONE
New	319.7 (3)	307.7 (3)	299.7 (7)
Difference	-18.7	+1.3	N.A.

In contrast to the Attention Home pattern, both Achievement Place and Mountain View Lodge show improved self-concepts. Although Achievement Place residents changed from significantly deviant to within the normal range (Table 10), the change was not systematic enough or great enough to conclude that it could not have happened by chance alone (Table 11). This can be explained in terms of the lack of progress between the 2nd and 3rd administrations of the T.S.C.S. when a drug-dependent resident was admitted to the program. This event plus the availability of drugs from residents in the Shelter Care slowed the progress of the residents measurably.

Mountain View Lodge, following a well-structured behavior modification program, although no more successful behaviorally, demonstrated systematic, incremental increases in self-esteem, especially between the 2nd and 3rd administration (Table 11), for those residents who stayed through all these administrations. Furthermore, the final score after only six months of residency was virtually the same as for non-delinquents. The reasons for this short-term success are the same reasons that the program blew

apart shortly after the 3rd administration. This author had repeatedly warned the staff (see Interim Report) about the cyclical dynamics of a system based on an impersonal control mechanism such as "points." Only when it was too late was this recommendation given serious consideration. During the 2nd phase of the program, the control system had "inflated" to the point where previous privileges were becoming rights. For residents entering the program in January this meant a reward for their behavioral achievements. At this point the staff see their program as "working" and ease up in their attention to the residents. They appear to feel good about themselves, relationships are excellent on the surface, etc. But the new residents see the staff as not caring about them, the teaching-parent staff who administer the program are seen by other staff as being "uncommitted" to the program and to the residents. The kids test the program and are punished... and run... The first 3 residents and the last last 2 residents failed. The middle 3 did well (it is unclear how 1 of these will do as he started testing and ran soon after the dismissal of the teaching-parent staff). This pattern coincides to the program cycle and can be explained by it. Consistency is essential to a successful program and appears to be difficult to maintain using the University of Kansas behavior modification Teaching-Parent Model. Changes are needed-- its potential is great as a tool, but not as the sole aspect of the program.

At the 3rd administration (T_3) of the T.S.C.S., the residents at Mountain View Lodge scored 58.7 points (or nearly 2 standard deviations) higher ($p < .05$) than the Attention Home residents (Table 11). However, some of this difference can be attributed in part to initial differences at T_1 . Subtracting the differences between residents at T_1 from the

differences at T_3 we end up with a Net Program Effect of +44.4 ($p < .05$). The Net Program Effect of Achievement Place relative to the Attention Home is +31.3, and -13.1 relative to Mountain View Lodge, but neither score is statistically significant. Net Program Effect is an ordered metric scale that measures relative performance of the different programs. On self-concept, Mountain View Lodge rates the best, Attention Home the worst, and Achievement Place in the middle.

An analysis of variance comparing Mountain View Lodge and the Attention Home (Table 13) shows that it is not initial differences in the residents (Program) nor exposure to any program over time (Time) that explains how the residents score on the self-concept scale, but the interaction between Programs and Time that explains the variance in residents' scores; i.e., exposure to one program (Mountain View Lodge) does make a significant difference ($p < .05$) when compared to the other program (Table 13).

Table 13. Analysis of Variance for Self-Concept Scale by Program, Time, and Interaction between Program and Time (Comparing Mountain View Lodge and the Attention Home)

SOURCE	S.S.	D.F.	M.S.	F	P
PROGRAM	5408.0625	1	5408.0625	2.4333	N.S.
WITHIN	8890.0000	4	2222.50000		
TIME	317.0625	2	158.5312	1.3118	N.S.
TIME X PROGRAM	1504.8750	2	752.4375	6.2260	.05
WITHIN	966.8350	8	120.8542		

Tennessee Self-Concept Scale--Personality Disorder

The Personality Disorder is an empirical scale validated on delinquent (criminal) populations. In other words, deviations from the norm (low scores) indicate a response pattern similar to that of the delinquent group. All 3 programs showed initial significant differences between their residents and the general public norm (Table 14). Over time, the deviant profile remained at the Attention Home, changed significantly at Achievement Place between the 1st and 2nd testing and changed significantly at Mountain View Lodge between the 2nd and 3rd testing (Tables 14 and 15). The reasons for these changes are the same as for the self-concept described in the previous section. Paradoxically, although exhibiting the least amount of delinquency at intake, the Attention Home residents end up with the greatest delinquency potential. However, it takes more than a predisposition to engage in delinquency to determine that an individual will do so. While not affecting their predisposition to engage in delinquent acts, Attention Home residents at least are not presented with the opportunity to do.

Table 14. Mean Score on Personality Disorder Scale by Program and Administration of the T.S.C.S. (All Residents)

	Attention Home	Achievement Place	Mountain View Lodge
Test 1	62.7* (6)	58.7** (7)	54.3** (7)
Test 2	57.3* (3)	64.5 (4)	60.8* (4)
Test 3	56.3* (3)	66.3 (3)	69.0 (3)

Note: Standardized General (Non-Deviant) Norm For Personality Disorder Scale=76.39 (S.D.=11.72)

* $p < .05$; ** $p < .01$ Each cell is compared with the norm using a T-test for difference-of-means.

Table 15. Mean Score on Personality Disorder Scale by Program and Administration of the T.S.C.S. (Residents Present at All 3 Administrations Only)

	Attention Home (N=3)	Achievement Place (N=3)	Mountain View Lodge (N=3)
Test 1	58.3	60.0	54.0
Test 2	57.3	67.7	62.3
Test 3	56.3	66.3	69.0

Note: Standardized General (Non-Deviant) Norm for Personality Disorder Scale=76.39 (S.D.=11.72)

DIFFERENCES BETWEEN TEST PERIODS

	Attention Home	Achievement Place	Mountain View Lodge
$T_2 - T_1$	-1.0	+7.7*	+8.3
$T_3 - T_2$	-1.0	-1.4	+6.7*
$T_3 - T_1$	-2.0	+6.3	+15.0

* $p < .05$.

DIFFERENCES BETWEEN PROGRAMS

	Achievement Place -Attention Home	Mountain View Lodge -Achievement Place	Mountain View Lodge -Attention Home
T_1	+1.7	-6.0	-4.3
T_2	+10.4	-5.4	+5.0
T_3	+10.0	+2.7	+12.7*
Net Program Effect ($T_3 - T_1$) ¹	+8.3	+8.7	+17.0*

* $p < .05$.

¹Net effect is effect attributable to a given program as compared with other programs, holding constant initial client differences.

The Net Program Effect of Mountain View Lodge is double that of Achievement Place relative to the Attention Home (+17.0 vs. +8.3; Table 15). Achievement Place lies about midway between the performance of Mountain View Lodge and the Attention Home in affecting delinquency potential.

A comparison of old and new residents (Table 16) shows that new residents at both the Attention Home and Achievement Place to be "more delinquent" than the old-timers. This is despite the fact that older residents have poorer self-concepts at the Attention Home. These long-term residents are less deviant behaviorally but are more insecure emotionally than the new residents at the Attention Home.

Table 16. A Comparison of New and Old Residents at First Administration of T.S.C.S. and I/E--Personality Disorder Scale

	Attention Home	Achievement Place	Mountain View Lodge
Old	65.7 (3)	60.0 (4)	None
New	59.7 (3)	57.0 (3)	54.3 (7)
Difference	+6.0	+3.0	N.A.

An analysis of variance comparing Mountain View Lodge with the Attention Home yields the same results for the Personality Disorder Scale as for the Self-Concept (Table 17). Significant interaction occurs between the programs and time such that it is reasonable to conclude

that Mountain View Lodge performs significantly better than the Attention Home. There are no significant differences between Achievement Place and the Attention Home. However, a comparison of Mountain View Lodge and Achievement Place yields a significant effect due to Time as a factor (Table 18). In other words, exposure to Achievement Place as well as Mountain View Lodge produces a significant impact on delinquency potential.

What we have is clear. The difference in performance between Mountain View Lodge and Attention Home is due to extreme programmatic differences with respect to the degree of structure. The former program is a highly structured behavior modification program, the latter an unstructured, non-directive setting. Achievement Place lies between the extremes in being somewhat structured, but behavior is not so intensely regulated and monitored as at Mountain View Lodge. Program performance appears to be a direct function of the degree of program structure.

Table 17. Analysis of Variance for Personality Disorder Scale by Program, Time, and Interaction between Program and Time (Comparing Mountain View Lodge and the Attention Home)

SOURCE	SS	DF	MS	F	P
Prog	88.9453	1	88.9453	1.9524	N.S.
Within	182.2291	4	45.5573		
Time	127.4883	2	63.7441	2.9233	N.S.
Time*Prog	217.3477	2	108.6738	4.9838	.05
Within	174.4426	8	21.8053		

Table 18. Analysis of Variance for Personality Disorder Scale by Program, Time, and Interaction between Program and Time (Comparing Mountain View Lodge and Achievement Place)

SOURCE	SS	DF	MS	F	P
Prog	37.5937	1	37.5937	.1771	N.S.
Within	848.8958	4	212.2240		
Time	269.8086	2	184.9043	4.9788	.05
Time*Prog	69.7266	2	34.8633	.9787	N.S.
Within	297.1067	8	37.1383		

Rotter's I/E

As a measure of internal vs. external orientation, or inner-directedness vs. other-directedness, Rotter's I/E indicates the extent to which juveniles may be subject to external pressures to engage in unacceptable social acts by their peers. High scoring individuals (above 8.50) are relatively external; low scorers are relatively internal (self-controlled). Only the Attention Home residents are significantly more external than the norm group (Table 19). Although residents from both Achievement Place and Mountain View Lodge are initially no different from the average as far as externality is concerned, nevertheless both groups indicate significant improvement (Table 20). The greatest degree of change occurs at Achievement Place. However, although a relatively small change on this dimension, Mountain View Lodge systematically produces incremental change which must be attributed to the positive effects of the program. Once again, Attention Home has no impact on its residents.

An examination of the Net Program Effect for the I/E (Table 20) reveals no statistically significant differences between programs. This implies that the differences between programs as far as the I/E is concerned can be attributed to differences in the residents rather than in the programs themselves. Either Attention Home did poorly because its residents are so "external" or Mountain View Lodge and Achievement Place did well along this dimension because their residents were already pretty internally oriented.

Table 19. Mean Score on I/E by Program and Administration of the T.S.C.S. (All Residents)

	Attention Home	Achievement Place	Mountain View Lodge
Test ₁	12.7* (6)	8.9 (7)	10.6 (7)
Test ₂	12.3 (3)	8.3 (4)	8.8 (4)
Test ₃	12.3 (3)	5.3 (3)	7.3 (3)

Note: Standardized General (Non-Deviant) Norm for Rotter's I/E=8.50 (S.D.=3.74).

*p<.05. Each cell is compared with the norm using a t-test for difference of means.

Table 20. Mean Score on I/E by Program and Administration (Residents Present at All 3 Administration Only)

	Attention Home (N=3)	Achievement Place (N=3)	Mountain View Lodge (N=3)
Test ₁	12.7	9.3	9.7
Test ₂	12.3	7.3	8.3
Test ₃	12.3	5.3	7.3

Note: Standardized General Norm For Rotter's I/E=8.50 (S.D.=3.74).

DIFFERENCES BETWEEN TEST PERIODS

	Attention Home	Achievement Place	Mountain View Lodge
T ₂ -T ₁	-0.4	-2.0*	-1.4
T ₃ -T ₂	0.0	-2.0	-1.0
T ₃ -T ₁	-0.4	-4.0	-2.4**

*p<.05; **p<.01.

Table 20. (Continued)

DIFFERENCES BETWEEN PROGRAM			
	Achievement Place -Attention Home	Mountain View Lodge -Achievement Place	Mountain View Lodge -Attention Home
T ₁	-3.4	+0.4	-3.0*
T ₂	-5.0*	+1.0	-4.0*
T ₃	-7.0**	+2.0	-5.0**
Net Pro- gram Effect (T ₃ -T ₁) ¹	-3.6	+1.6	-2.0

*p < .05; **p < .01.

¹Net effect is effect attributable to a given program as compared with other programs, holding initial client differences constant.

Table 21. Analysis of Variance for Rotter's I/E by Program and Time
(Comparing Mountain View Lodge and the Attention Home)

SOURCE	SS	DF	MS	F	P
Program	72.0007	1	72.0007	20.9027	.05
Within	13.7782	4	3.4446		
Time	5.4441	2	2.7220	1.7817	N.S.
Time x Program	2.9971	2	1.4985	.9809	N.S.
Within	12.2222	8	1.5278		

Table 22. Analysis of Variance For Rotter's I/E by Program and Time
(Comparing Achievement Place and the Attention Home)

SOURCE	SS	DF	MS	F	P
Program	117.5574	1	117.5574	14.2973	.05
Within	32.8893	4	8.2223		
Time	14.1108	2	7.0554	2.2478	N.S.
Time x Program	10.1038	2	5.0519	1.6095	N.S.
Within	25.1110	8	3.1389		

Table 23. Analysis of Variance for Rotter's I/E by Program and Time
(Comparing Mountain View Lodge and Achievement Place)

SOURCE	SS	DF	MS.	F	P
Program	5.5569	1	5.5569	.7355	N.S.
Within	30.2222	4	7.5556		
Time	30.1113	2	15.0557	5.5306	.05
Time x Program	2.1050	2	1.0525	.3866	N.S.
Within	21.7780	8	2.7222		

The above argument is given a lot of weight when comparing Achievement Place and Mountain View Lodge with the Attention Home (Tables 21 and 22). Differences in performance cannot be attributed to either exposure to the programs in general or to a specific program but rather to the initial program differences in scores on the I/E. However, a comparison of Achievement Place and Mountain View Lodge shows a significant effect as a function of exposure to these relatively regulated programs, but not to any program characteristic unique to either program (Table 23). It seems that inner-directed individuals respond well to structured programs and that other-directed, external individuals do not respond well to unstructured programs.

The explanation as to why the more structured programs produce greater self-control than the less structured program can be found in the social psychological theories of George Herbert Mead. Social control produces self-control through internalization and identification mechanisms.

The individual takes on the "attitude of the community" by performing roles in situations governed by a clearly established set of rules. In this way he "takes the role of the generalized other"; i.e., he develops a self-identity which regulates his behavior in accordance with the standards of society.

INDICATORS OF PROGRAM EFFECTIVENESS: SELECTION CRITERIA

We have already seen that differences in program performance can be accounted for in terms of different selection criteria for admission into the program: the less serious the "offense" of the resident, the greater the probability of success. A comparison of "new" residents (those who

entered the program when the evaluation project began) who stayed in the 3 programs with those who left (as program failures) shows a highly significant difference ($P < .01$) between self-concept scores at intake between the two groups (Table 24). The groups (those who stay and those who left) cannot be distinguished in terms of seriousness of criminal involvement, "personality disorder" (potential to engage in deviant behavior), nor inner-directedness. Nor is there a relationship between seriousness of criminal involvement and self-concept. There are those who are involved in committing serious offenses with poor as well as good self-concepts. And there are likewise those who are "status" offenders with poor and good self-concepts.

Table 24. A Comparison of New Residents Who Ultimately Leave the Program as Failures and Those Who Have Stayed (All Programs Combined)

	Self-Concept	Personality Disorder	Rotter's I/E
Stay	325.5 (6)	57.3 (6)	10.2 (6)
Leave	289.6 (7)	55.1 (7)	11.4 (7)
Difference	+35.9**	+2.2	-1.2

** $p < .01$.

Note: Scores Based on Questionnaires Administered Within the First Month of Residency.

The fact that initial self-concept scores discriminate early failures in the 3 programs suggest that T.S.C.S. may be effectively used as a screening device. Administering the T.S.C.S. in as unthreatening environment as possible prior to admission could be used to screen out residents who would be better off elsewhere and who would end up elsewhere in a short period of time.

The recommended criterion is to exclude residents with Total Positive Self-Concept Scores less than 297 (Norm=345.57; Standard Deviation=30.70). Residents with such poor self-images would profit from a more intensive therapeutic milieu than any of these programs can provide. This particular scale is the simplest of the T.S.C.S. scales to administer and since it can be used routinely for selection reasons, any staff member could be trained to do it.

The 297 or better criterion for admission is determined by establishing a 95% confidence interval, in one direction only, around the mean score (325.5; S.D.=17.7) for those who stay (see Table 25). The exact critical value is 296.3. This means that there is very little chance that someone who could make it in the program would be excluded. However, this means that there is some risk that those who cannot be helped will be admitted. The 296.3 critical value is .241 Standard Deviations greater than the mean score (289.6; S.D.=27.7) for those who leave as early failures. Consequently, 59.5% of those who are likely to fail would be excluded using the 296.3 criterion. Conversely, 40.5% of the failures would still be admitted. Reducing the proportion of failures admitted would be at the expense of excluding many individuals who could be helped. The 297 or better criterion for acceptance maximizes the probability that those who could be helped will be admitted, recognizing that many others would also

be admitted. To do otherwise would be to build "program success" at the expense of individual success.

Table 25. Explication of 297 or Better Admission Criterion on the T.S.C.S. Total Positive Self-Concept Scale

Decision	Hypothesis: Resident X Cannot Be Helped	
	True	False
	%	%
Accept Hypothesis (Do Not Admit Resident)	59.5	5 (Type II Error)
Reject Hypothesis (Admit Resident)	40.5 (Type I Error)	95 (Power of Decision)

Since there is an inverse relationship between the probability of a Type I Error (α) and the probability of a Type II Error (β), reducing the Type I Error would be at the expense of the Type II Error and would reduce the Power of the Decision. Raising the admission criterion could guarantee a more "successful" program, but at the expense of individuals who might have benefitted. The fact that others who will not benefit will be included simply means that they would have been given a chance at a less intensive community-based program before other options were tried. The programs would not operate as alternatives to foster care, probation, etc. where these are more suitable.

Of the 13 new residents, 6 or 46.2% of the residents stayed. Had the 297 or better criterion been used, none of those who stayed would have been rejected for admission and 4 of those who were early failures would

not have been admitted. This would have meant a potential success rate of 66.7% instead of 46.2%. Furthermore, of the 3 remaining failures, 2 scored within only 5 points of the criterion (300 and 301) and the remaining resident was a post-institutional placement whose level of adaptation to institutional life was great and who should not have been placed anyway. One of the remaining residents was too young and immature for the program, and placement violated selection criteria regarding age. The last unaccounted for resident was predicted by this writer to be a failure because of major weaknesses in the behavior modification program (discussed elsewhere) at Mountain View Lodge. This analysis demonstrates that if proper selection criteria were utilized--age consistency, stages in delinquency labeling process, self-concept--success rates could be increased from the 40% range to the 85% range (6/7). An obvious conclusion is that poor intake procedures account for a considerable proportion of the programs' failures. But this also demonstrates that small residential facilities are effective only with a very narrowly defined population.

INDICATORS OF
PROGRAM EFFECTIVENESS:
COST EFFECTIVENESS

Expenditures:

Reported expenditures between January 1, 1975 and June 30, 1975 were the primary source of data for the cost-effectiveness analysis (see Table 26). Evaluation costs were excluded for comparative purposes since evaluation costs were not spread evenly over the three programs. Salaries were adjusted for the fact that in one case (Achievement Place) the supervisor's position was being fully funded in the budget, but he works only half-time on the

project (and for a while even less than that). In the other 2 programs, the supervisor's (half-time) salaries are supported by other budgets. Similarly other positions such as Aides, Assistants, etc. are funded from other sources, yet they must be included to reflect the true costs of the programs.

Table 26. Expenditures from January 1, 1975 to June 30, 1975

	Attention Home	Achievement Place	Mountain View Lodge
A. Salaries (Adjusted)*	\$16,997.44	\$12,441.95	\$11,583.00
B. Benefits	1,895.95	1,935.57	514.00
C. Travel	105.50	551.97	1,328.80
D. Equipment	633.93	65.15	9,286.28
E. Supplies (incl. Rent, Utilities, Auto Repairs, Fuel, Etc.)	4,011.52	2,147.22	1,461.46
F. Consultants (excl. Evaluation)	-0-	-0-	218.00
Evaluation	[1,510.00]	-0-	[2,500.00]
G. Construction	-0-	-0-	1,424.14
H. Food	2,395.91	2,875.83	2,302.00
Clothing	501.32	388.05	85.00
Insurance (Van)	308.00	-0-	-0-
Work Allowance	455.00	1,902.20	-0-
Program	161.45	-0-	-0-
Resident Maintenance	117.58	-0-	-0-
Mortgage	2,727.84	-0-	-0-
Misc. (Discretionary; Petty Cash)	165.10	-0-	100.00
Total	\$30,476.54	\$22,307.94	\$28,302.68

*Adjusted to include unstated salaries paid from other funds and exclude salaries paid by the grant but used in other programs.

A comparison of the budgets gives some insights into the differences in the programs. The Attention Home is the most costly program for several reasons. As I have stated previously it is overstaffed with part-time help. Any argument against consolidation of part-time positions to a full-time position because of budget limitations is obviously spurious. Rent and mortgage costs are both included in the budget of the Attention Home as a private program. (Shouldn't rent costs contribute to paying off the mortgage? Is this double billing?) Typically, private programs are more costly to the taxpayer than public programs (ceteris paribus) because part of the cost goes to pay the rent which in turn pays the mortgage which is held by the contracting non-profit organization. In a public program, the property of the program remains public property. In a private program, the private non-profit corporation can use the program as a device to build its capital resources. It is in the taxpayers interest to fund public programs when private programs cannot be demonstrated to have an inherent advantage. Or some device to prevent the channeling of public funds into private hands should be found; e.g., acquisition and ownership of the facility by a public agency.

The relatively high costs for Mountain View Lodge are explained by 3 types of expenditures: equipment and construction as part of start-up costs, and travel as part of the staff training process. Expenditures for residents' support and maintenance are relatively low because this program relies heavily on indirect parental contribution; e.g., in supplying clothing and allowance money. The allowance system broke down as not all parents would contribute. Instead a separate petty cash fund was established for entertainment expenses.

Achievement Place spends a considerable amount of money paying residents a reasonable wage for work performed around the house that would not be ordinary routine household chores. If residents are only to be in residence for 6 - 10 months and visit home frequently, is there a justification for public funding of clothing and "allowances"? Excluding construction and the purchase of "equipment" such as furniture as start-up expenses, Mountain View Lodge's operating costs for the January 1 to June 30 period were approximately \$18,000. This figure includes supervisory costs, but not a part-time Aide. Adding this consideration, plus increasing salaries by 25-50% to attract more competent personnel, a model funding scheme for a group home would have an annual budget of approximately \$50,000, with at least \$40,000 going to staff salaries.

Cost Analysis:

It is not reasonable to expect any program to maintain full capacity as far as daily population goes (see Table 27). There is an inevitable lag between the time 1 resident leaves and another replaces him. This is particularly problematic for the small group home. Unlike the large program which can routinize intake and often allocate 1 full-time position to recruitment and intake, each time a resident runs away or is graduated, there is a financial crisis for the private program and a fiscal one for the public program. Consequently, small programs are inherently unstable and/or maintain an underutilized facility. Intake stability requires the cooperation of the referring agencies who must plan ahead as far as placement is concerned. Through the Intake Committee, these agencies can be informed of criteria for admission and the need for planning ahead.

Table 27. Cost Analysis for Period Between January 1 and June 30, 1975

	Attention Home	Achievement Place	Mountain View Lodge
# Resident Days	660	818	818
Av. Daily Population	3.65	4.52	4.52
# Residents	7	7	6
Av. Length of Residency Jan.-June 1975	94.3 days	116.9 days	136.3 days
Expenditures 50% of Annual Budget	\$35,618.50	\$23,299.00	\$24,390.50
Reported	27,736.54	22,204.20	27,602.68
*Adjusted	30,476.54	22,307.94	28,302.68
Cost/Resident-Day	46.02	27.27	34.60
Cost/Resident-Year	\$16,797.30	\$ 9,954.03	\$12,629.00

*See Table 26.

The per capita daily cost for Attention Home is the highest at \$46.02 (\$16,797.30 per resident-year) and the lowest is Achievement Place at \$27.27 (\$9,954.03 per resident-year). (See Table 27). Per capita daily costs are estimated on the basis of the adjusted expenditures between January 1 and June 30, 1975, the number of days during this period (to derive the average daily expenditure), and the average daily population (to derive the average daily cost per resident). Per capita annual costs (cost/resident-year) are derived by multiplying average daily costs by 365.

Cost-Effectiveness Analysis:

Table 28 summarizes the cost-effectiveness analysis for the 3 group homes. Cost-effectiveness analysis differs from a simple cost analysis because program performance in achieving its goals are included as part of the estimate of the overall efficiency of the program. For example, a program may be run at low cost but at the sacrifice of effectiveness in performance. This is similar to the quality control problem in industry. The use of cheap materials or cheap labor may appear to be economical at first, but high losses due to poor quality products leads to high costs in the end. This is evidently the problem in Lycoming County. County government is being put on a business-like basis and is failing to take into account that you get what you pay for. Although initial costs are low, there is considerable loss or waste due to poor quality control. Consequently, despite its low daily per capita costs, Achievement Place is the least cost-effective program. In fact the cost of producing a successful graduate is approximately double that of the other 2 programs (Table 28).

Table 28. Cost-Effectiveness Analysis for the Three Group Homes

	Attention Home	Achievement Place	Mountain View Lodge
	(N=11)	(N=18)	(N=8)
<u>Av. Length of Completed Residency (Range) [# Residents]</u>			
Successes	8.3 months (1-17) [3]	15.5 months (13-18) [2]	6.0 months (6) [1]
Failures	4.5 months (<1-13) [4]	5.0 months (<1-10) [14]	2.8 months (<1-7) [5]
Total	6.1 months [7]	6.3 months [16]	3.3 months [6]
<u>Av. Length of Current (August) Residency (Range) [# Residents]</u>			
	11.3 months (3-21) [4]	3.0 months (1-5) [2]	6.5 months (6-7) [2]
<u>Av. Length of Residents For All Residents</u>			
	8.0 months [11]	5.9 months [18]	4.1 months [8]
<u>Av. Cost of Completed Residency</u>			
Successes	\$11,618.17	\$12,857.25	\$ 6,314.50
Failures	6,299.01	4,147.50	2,946.78
Total	8,538.66	5,225.85	3,472.99
<u>Av. Cost of Maintaining Current Residents to Date</u>			
	\$15,817.51	2,488.50	6,840.73
<u>Av. Cost of Maintaining All Residents To Date</u>			
	<u>\$11,198.24</u>	<u>\$ 4,894.05</u>	<u>\$ 4,314.92</u>
<u>Av. Cost to Produce One Program Success (Adjusting For Loss Due to Program Failures)</u>			
Cost Effectiveness	<u>\$20,016.85</u>	<u>\$41,899.75</u>	<u>\$21,048.40</u>

The average cost of producing one program success (adjusting for loss due to program failures), or cost effectiveness, for Achievement Place is \$41,889.75 compared with \$21,048.40 at Mountain View Lodge and \$20,016.85 at the Attention Home. Although daily costs are the highest at the Attention Home, the Attention Home is the most cost-effective because it has been the most effective in achieving its goals. Cost effectiveness is calculated as follows. First the cost of maintaining each program success and failure is estimated by multiplying current per capita costs by the length of residency. Then these costs are summed to equal the total costs of maintaining both program successes and failures. The total cost is then divided by the number of successes producing an average cost to produce a program success. Since current residents are not included in this estimate, each subsequent success would tend to reduce the cost of the program and each failure would increase the cost of the program. As we can see, this Cost Effectiveness measure is a direct function of both daily cost and program success.

Table 29 summarizes the cost-effectiveness analysis for the 3 matched control groups. The procedure follows that used in Table 28 for the group homes themselves. The average cost of producing a success is estimated by summing the costs of successes and failures and then dividing by the number of successes. Each failure is considered a loss due to poor "quality control." A comparison with the group homes shows that the alternatives available through Children's Services in Centre County have been less costly for successes and failures and although the Attention Home is the most cost effective of the 3 programs, it is over 3 times more costly than its alternatives. (See Table 30 which summarizes cost-effectiveness

data for the 3 programs and their control groups.) An earlier comparison of performance of the Attention Home with its control group showed that although it was performing no better than the control group, it was also doing no worse. But if the intervention of Attention Home has no relative impact on residents, it does have an impact on cost. It is an expensive alternative which is no better nor worse (in terms of its own goals) than what has been previously available to the group of residents it serves.

Table 29. Cost-Effectiveness Analysis for the Three Matched Control Groups

	Centre County	Lycoming County	Northumberland County
	(N=11)	(N=18)	(N=8)
Av. Length of Time In Alternative Care (Incl. Foster Care and Institutional Placement)			
Successes*	3.8 mos. (0-15) [4]	5.4 mos.(0-17) [7]	0.0 mos. (0) [3]
Failures	9.1 mos. (0-24) [7]	8.7 mos.(0-25) [10]	21.6 mos. (11-41) [5]
Total	7.2 mos. [11]	7.4 mos. [17]	13.5 mos. [8]
Av. Cost of Alternative Care			
Successes	\$ 281.25	\$ 5,264.33	\$ 0.00
Failures	3,317.08	12,128.90	28,779.38
Total	2,213.14	9,296.43	17,987.12
Av. Cost to Produce One Success for Matched Control Group (Adjusting for Loss Due to Failures)			
<u>Cost Effectiveness</u>	<u>\$6,086.15</u>	<u>\$22,577.05</u>	<u>\$47,965.64</u>

*Defined in Terms of Matched Program Goals; () = Range; [] = # Residents.

N.B.: Costs Based on Current Rates.

Table 30. Cost Effectiveness*

	Attention Home	Achievement Place	Mountain View Lodge
Program	\$20,016.85	\$41,889.75	\$21,048.40
Control Group	\$ 6,086.15	\$22,577.05	\$47,965.64

*Average cost to produce one success adjusting for loss due to failures $\left(\frac{\text{input in \$}}{\text{output}} = \frac{\text{cost of successes + failures}}{\# \text{ successes}} \right)$

For both Achievement Place and Mountain View Lodge, the average cost for successes was less for the control groups, but the cost of failures was more for the control groups. The reason for this is that many of the successes were handled under probationary supervision whereas the failures ended up in institutions. It should be mentioned that a cost not reflected in the group home figures is the ultimate cost of institutionalizing group home failures. Comparing cost effectiveness with their respective control groups (Table 30), an interesting reversal occurs. The control group was successfully treated at about half the cost of the Achievement Place program in Lycoming County. This was achieved primarily by successful short-term placements in institutions. This produced relatively successful outcomes for serious offenders at relatively low cost.

In Northumberland County, the Probation Office worked very effectively with those placed under probationary supervision. However, long-term institutional placements account for the high cost and low effectiveness this county has had with the serious offenders in the control group.

A Comparison With Institutional Costs

Table 31 compares the average annual per capita costs for the 3 group homes in the study with public, semi-private, and private institutions as reported in "Services to Troubled Youth," published by the Joint State Government Commission, March, 1975. While considerably less costly than the average public or semi-private institutions, on the average, the most economical programs seem to be the private institutions rather than the group homes. However, a cost-effectiveness analysis of the institutions would be necessary in order to have a completely meaningful comparison.

Table 31. Comparison of Group Home Annual Per Capita Costs with Pa. Institutional Costs*

Av. Group Home	\$13,126.78
*Av. Public Institution (Y.D.C., Y.F.C.)	21,747.00
*Av. Semi-Private Institution (e.g. Glen Mills)	24,547.00
*Av. Private (e.g. George, Jr. Rep.)	9,489.00

*Source: "Services to Troubled Youth." A Review and Recommendations. General Assembly of the Commonwealth of Pennsylvania Joint State Government Commission, March, 1975.

The Contribution of the Program in Reducing Delinquency in the Community

An important measure of contribution to reducing the problem of delinquency in the community, aside from the obvious measures of performance already cited, is the number of delinquents or "potential" delinquents treated on the average each year by each program. Programs which, by design or happenstance, treat few residents are contributing less to the community than those that treat many. A lower rate of success with more residents treated successfully would contribute more to the reduction of delinquency than a higher rate of success with fewer residents.

Over approximately 2 years, Achievement Place has served 18 residents, whereas the Attention Home has served only 11. As of the end of June, 1975 Mountain View Lodge had served 8 residents in as many months. Table 32 presents more precisely what the average number of residents served each year has been for the 3 programs. The Attention Home serves far fewer residents than the other programs for 2 reasons: (1) a relatively low daily population due to intake problems resulting from poor relationships with the County agencies that act as primary referral sources and (2) long-term residencies due to the fact that residents are usually placed indefinitely or until they are 18, i.e., where possible, the Attention Home de facto has operated as a Group Foster Home to "stabilize" children by removing them from their families.

Table 32. Average Number of Residents Program Designed to Serve Each Year

	Attention Home	Achievement Place	Mountain View Lodge
Av. Length of Residency For All Residents ¹	8.0 months	5.9 months	4.1 months
Av. Daily Population ²	3.65	4.52	4.52
# Resident-Months/Year (Av. Daily Pop. x 12 Months)	43.80	54.24	54.24
Av. # Residents Served Each Year (# Resident-Months/Year ÷ Av. Length of Residency)	5.48	9.19	13.23

¹ See Table 28.

² See Table 27.

Achievement Place had operated on an indefinite basis until last Winter when an 8-10 min.-max. "sentence" was established. This may explain the intermediate results. Along this dimension, the short program (holding success rates constant), contributes more to the reduction of crime in the community by treating (in absolute terms) more residents successfully. As a program designed to graduate residents in as quickly as 6 months and with an expected average 9 month treatment period, Mountain View Lodge (and now Achievement Place with its new program) can contribute the most to the delinquency problem. If a program were 6 months long on the average (for success) and 50% successful, assuming failures left in 2 months on the average, and assuming an average daily population of 5 residents, a small group home would serve 15 residents per year. A 9 month program,

with 50% success and 3 month average residence for failures and an average daily population of 5 residents, would serve 10 residents a year.

This would seem to be a reasonable goal for group homes. Lengthening the program (e.g., to indeterminacy) as well as increasing its success rate would reduce the service population. For instance, an increase in the success rate to 67% would decrease the service population to 8.6.

Nevertheless, all things considered, a reasonable target for any group home with maximum occupancy of 6 is to serve 10 residents a year.

In this regard only the Attention Home is well below this reasonable service goal.

END