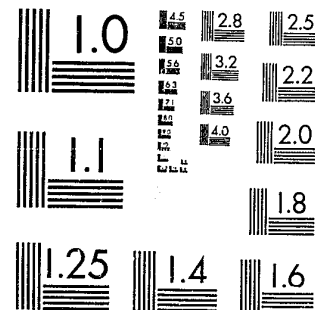


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United States Department of Justice
Washington, D. C. 20531

5-2-83

**YOUTH CORRECTIONS GROUP HOMES
IN UTAH
FINAL REPORT**

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FOR:

YOUTH CORRECTIONS
DIVISION OF FAMILY SERVICES
STATE OF UTAH

JUNE, 1980

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JOHN SHORT & ASSOCIATES, INC.
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June 24, 1980

We are indebted to a number of people for their support in the preparation of this report. Initial thanks go to the staff of the Utah Division of Youth Corrections and the staff of the Utah State Juvenile Court for their full cooperation in providing us with data and answering our questions. We are also indebted to the group home operators for the access they provided us to records, staff, and children in placement. Finally, we are appreciative of the review and comment on the project provided by the Group Homes Steering Committee whose members included:

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While the above were of substantial help in structuring the effort, the conclusions and recommendations contained in this document remain the sole responsibility of John Short & Associates, Inc.

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CORRECTIONS GROUP HOMES IN UTAH

Table of Contents

Acknowledgments

I. Introduction/Recommendations Summary.....1

 A. Methodology.....3

 B. Group Home Findings/Recommendations.....6

 C. System-Wide Snapshot Results/Planning Issues.....20

II. Group Home Program Assessments/Descriptions.....27

 A. Methodology.....27

 B. Group Home Overview.....28

 1. House Parent Models (Utah Boys Ranch, Rush Valley, Heritage Birdseye and Fairfield).....29

 2. Residential Treatment Models (Manhattan, Pine Canyon, ARTEC, Odyssey).....42

 C. Socio-Demographic Overview.....56

 D. Linkages and Contacts.....59

 E. Youth's Perception of Group Homes.....61

 F. Social Climate.....72

 G. Conclusions.....77

III. Group Home History and Recidivism Comparisons.....82

 A. Methodology.....82

 B. Snapshot and History Comparisons.....86

 C. Conclusions.....115

IV. Group Home Financial/Contract Performance.....117

 A. Program Cost and Revenue Summaries and Comparisons.....117

 B. Audit Issues and Results.....128

 C. Pricing Group Homes and Other Providers.....129

 D. Other State Cost.....132

 E. Distribution of Youth Corrections Resources.....133

V. Management Issues.....135

 A. System Objectives.....136

 B. System Accountabilities.....140

 C. Administration Concerns.....142

Appendix A: Corrections System Snapshot Results and Comparisons.....145

Appendix B: Proforma Slot Modeling Methodology.....165

Appendix C: Comprehensive Group Home Snapshot.....171

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ACQUISITIONS

I. INTRODUCTION/RECOMMENDATIONS SUMMARY

I. Introduction/Recommendations Summary

In January of 1980, John Short & Associates, Inc. contracted with the Utah State Division of Youth Corrections to conduct an evaluation of 15 privately operated group homes for juvenile offenders. The objectives of this effort were to assess whether this segment range and mix of programs available for the State's troubled youth provide an effective and efficient mode of treatment and to make recommendations for improvement.

Youth Corrections at the time of the study was a relatively new agency, formed in July, 1979. The organization structure was in the process of developing a distinct identity within the State Social Service functions, organizational relationships were in flux, and planning priorities were in the process of being established. While the pieces of the agency had been in existence for a number of years, the unified management of these components was thus relatively new. A further objective of the study, therefore, was to take a first look at the problems (internal and external) confronting the agency and assist in developing a management program. This study represents a conscious effort by the agency in seeking a critical review of its operations..

The corrections group homes function within a system of Youth Corrections placement resources including:

<u>Program</u>	<u>Enrollment 1/21/80</u>
Youth Development Center (YDC) Regular Commitment	72
Youth Development Center (YDC) Observation Program	32
Community Alternatives for Troubled Youth (CATY)	130
Group Homes	
<u>Houseparent Programs</u>	74
Utah Boys Ranch at Kearns (3 cottages),	
Sandy, Orem, Mapleton	
Heritage Youth Services at Birdseye and Fairfield	
Rush Valley Boys Ranch	

<u>Residential Treatment Programs</u>	61
ARTEC at Belmont, Highland and Nibley Homes	
Odyssey Adolescent Unit	
Pine Canyon Boys Ranch	
Manhattan	
Foster Care	21
Parole	<u>104</u>
Total Youth Corrections Enrollment 1/21/80	496*

A modification to the contract provided for further effort in computer data analysis for the entire set of youth in corrections placement to provide a baseline assessment of the mix, distribution, and use of all Utah Youth Corrections resources (these results are discussed in Appendix A).

In Section V, broad goals and objectives for the corrections system are discussed. As a point of departure, we have assumed that these objectives are: protection of the child and community; treatment to reduce recidivism in the least restrictive, most community-based setting possible; minimizing the costs of the Youth Corrections systems; and improving the diversity and availability of placement alternatives. Given these objectives, this report then deals with the following operational questions, primarily in connection with the 15 group homes though also in the context of the entire placement system:

- How does one program differ from another? Can we differentiate among programs in terms of who they enroll, what they provide, how long they retain children, what they cost and charge, etc?
- What evidence, if any, suggests that some programs or institutions work more or less effectively than others; either in general or for specific types of children?

* Total includes 2 individuals placed in out-of-state group homes.

- Given that the placement system has evolved with little comprehensive planning, how are resources allocated to various types of care, institutions, providers, delinquent populations, and regions of state? Can this allocation be improved or rationalized?
- Taken as a management entity, how is the court/vendor/institution/caseworker system organized, planned, and controlled?

The report is aimed at multiple audiences:

- For the Corrections Worker we have provided in Section II a synopsis of our series of visits to the group homes to assist in assessing the types of alternatives available.
- For the Court we have profiled the backgrounds of children being placed, shown the placement consequences of the various districts' disposition preferences, discussed the accountabilities/interrelationships among the court and corrections, and attempted to put currently known recidivism data in a system-wide perspective.
- For the Youth Corrections Administration we have summarized the managerial issues/problems raised in our group home analysis and discussions with workers and suggested various means to resolve them.
- For those concerned with Budgeting we have arrayed the current distribution of corrections resources, examined the sources and uses of Group Homes funds, and proposed, in preliminary form, a methodology for determining system-wide placement needs.

A. Methodology - The following major work tasks were completed to support this effort:

1. Literature Review - Prior studies of juvenile corrections in Utah were analyzed for guidance in calculating recidivism, length-of-stay, program costs, etc. The National Criminal Justice Reference Center's computer abstracting service was

accessed to provide citations for relevant studies of group homes in other states. State Corrections Departments or Youth Authorities in California, Minnesota, Vermont, Washington, and Oregon were contacted in reference to placement and budgeting practices.

2. Group Home Site Visit/Survey - Each of the group homes (except Mapleton which was in the process of closing) was visited by John Short & Associate's interview team. Children present on the day of the visit and staff were interviewed; all administrators were contacted at least twice separately to discuss program operation; and findings were reviewed with them prior to publication.
3. Corrections/Court Worker Interviews - Most (non-YDC) field correction workers in the state were interviewed to discuss perceptions of correction system and (in confidence) selected individual cases. Representatives of Court Probation, Intake, and Administration were likewise contacted. Court screenings in Districts 1 and 2 were attended.
4. Confidential "Management Issue" Survey - To augment the personal interviews, a confidential management and organization "issues" questionnaire was distributed to all correction workers. This instrument focussed on the job responsibilities of the individual respondent, communication patterns, perceived strengths and weaknesses of the Youth Corrections function, its internal and external organizational relationships, and recommendations for improvement. This survey forms a substantial part of the basis for the discussion of management issues in Section V.
5. Cost Analysis - Latest financial statements and budget (Form 515) justifications were collected for most programs. Services and uses of program resources, group home accounting practices, and recent audit findings (if any) were discussed with each

group home administrator or bookkeeper. These books were reconciled and put in readily comparable terms. Together with a brief summary of the distribution of total corrections resources and DFS pricing policies, these items are discussed in Chapter IV - Financial/Contract Performance.

6. Corrections System-wide "Snapshot" - To provide a context for assessing the performance of the corrections system, a cross sectional "snapshot" composed of all youth in corrections placement on the arbitrarily selected date of January 21, 1980 was created. Court criminal histories for these children were combined with DFS payment, placement, and socio-demographic information to create a comprehensive picture of where the children are and how they got there. Extensive cross-tabulations and sorts were extracted and are discussed primarily in Appendix A - Corrections System Snapshot Results and Comparisons. This sample is thought to be reasonably representative of the current placement and disposition practices, although it should be seen as a "snapshot" and not as a long term review of the performance of the entire system.
7. Group Home History Profiles - To provide a long-term perspective on placement issues, length of stay, and recidivism performance of group home graduates, all entrants to group homes for Fiscal Years 1976 through the 3rd quarter of 1979 were extracted from DFS records and matched with criminal histories from the Juvenile Court database. Pre- entry, during-placement, and post- placement (recidivism) statistics were computed for these youth and cross-tabulated by home, length of stay, various age, sex, and crime cohorts, etc. These data are presented in Chapter III.

It should be emphasized that these data primarily focus on criminal and placement history data. Due to obvious methodological difficulties we did not attempt to extensively "second guess" original diagnoses and rationales for placement and referral. We did, however, informally sample

a variety of specific cases to test hypotheses. The study focuses on crime and placement issues which are more readily quantifiable than, for example, type or level of psychological disturbances, quality of prior home life, etc. The comments made about the specific providers, therefore, should not stand alone. Rather, they should be seen in the context of the providers' intentions, their willingness to take various types of "risky", "problem" or "disturbed" children, their price for providing services, the alternatives that were available to the placing worker at the time of placement, and the level of support or non-support the homes received from the State agencies. The data presented here are thus intended to further the process of prioritizing, assisting, and strengthening the private vendors. Our intention is not to pass final judgement on programs or therapeutic approaches.

B. Group Home Findings/Recommendations

1. Synopsis of Major Findings

- a. Types of Group Homes - Two basic types of group homes exist in Utah; the "house parent" model and the "residential treatment" model. The parenting homes, in general, try to provide a home-like environment with counseling and social work. The "treatment" experienced by a child in a parenting home is in a large part a function of the particular house parents to whom he is exposed. Residential treatment homes, on the other hand, emphasize professional staff working at the home (as opposed to live-in "parents",) are usually based on formal therapeutic models, and appear to operate with more continuity over time. Residential treatment homes generally had some form of in-house school, as opposed to houseparent homes who all encouraged attendance in some form of community school.
- b. Cost of Group Homes - The residential treatment homes, on average, cost their operators about twice as much per child day as do the parenting homes (about \$60 vs. \$30). The

Division of Youth Corrections, however, currently pays each only about \$30 per day. To survive, the residential homes must therefore seek substantial additional funding from non-corrections sources. To expand the availability of residential slots, the state may be required to pay beyond current levels.

- c. Type of Group Home Entrants - In comparison to residential treatment, parenting home placements tend (as a group) to be younger, male only, and have more frequent pre-entry admitted and adjudicated referrals. Both have about the same percentage of entrants whose pre-entry offenses are minor (i.e., status or less).

Since programs show varying degrees of coeducation, the reduced crime rates for the female entrants may make total program population comparisons misleading. The entrant sample for each program was thus split into four cohorts that were thought to be indicative of the severity of the delinquency problems that were being admitted. These were:

- (1) "Lightweights" - Males with an offense history showing only status or "other" crimes (i.e., all females and males with felonies and personal misdemeanors are excluded).
- (2) "Personal Felons" - Males with at least one personal felony referral prior to group home admission.
- (3) "Frequent" - Males with a pre-admission crime rate higher than 10.0 per 1,000 days based on the year prior to admission.
- (4) "Multi-Placement" - Males with two or more out-of-home placements (including foster care) prior to entering group care.

[Note that the cohorts are not mutually exclusive, e.g., the same individual may be both lightweight and frequent.] Differences among the home entrants along these dimensions were generally minor - parenting homes appeared to take a higher relative fraction of lightweights and multi-placements as a percentage of all male entrants, residential homes were more apt to take personal felons. [Note: Our measurements do not include a quantification of psychological disturbance.]

d. Experience During and After Placement

- (1) Length of Stay - Assuming runaways and unsuccessful terminations are measured by the fraction of children who stay in a program less than thirty days, over time both models perform about the same. The rural homes of both types tend to show the fewest short stayers, perhaps because their locations make running more difficult. Parenting homes appear to keep children the longest on average, primarily the result of a relatively few children who seem to be kept an extraordinarily long time as opposed to a tendency to keep all children in custody longer. Effectiveness of treatment (as measured by declines in crime rate and fractions of admissions showing at least 30 days without subsequent placements after release) appears uncorrelated with length of stay in residential homes and directly correlated in parenting homes.
- (2) Criminality During Placement - Perhaps consistent with increased staff and the reduced free-time available because of in-house schools, children placed in residential treatment show more improvement in crime rates during placement than those in parenting homes. This is reflected in the overall rates, in

each of the male cohorts shown above, and in terms of the percentage of youth who are crime free during placement. However, residential youth during placement are both relatively and absolutely more likely to have admitted/adjudicated felonies during placement than are house parent youth. Parenting homes may therefore be more successful in reducing felonious behavior during placement.

- (3) Recidivism - Both models show similar favorable (declining) patterns for preplacement - during placement - post placement crime rates. Residential treatment appears to be coincident with slightly more improvement and with a greater fraction of "graduates" who are crime-free. There are enough potential intervening variables however that this conclusion is tentative.

e. Management - The various State agencies exercise little direct control and oversight regarding the group homes (other than infrequent licensing inspection). More specifically, it was observed and/or reported that:

- (1) Planning and Goal Setting for the individual group homes is done with minimal State input - program guidance, technical assistance, feed back, or stimulus for innovation, have not been emphasized by the concerned state agencies.
- (2) Procurement has traditionally been premised on how much to fund existing programs, rather than the State independently determining what types and distribution of placement slots will best meet Youth Corrections goals and then purchasing from the lowest price, most responsive, and most responsible bidder.

- (3) Contract Administration/Program Management primarily involves passing attendance and accounting information through the DFS payment system. The loosely organized contract monitoring system with part-time, district based monitor-caseworkers has little impact on program operations other than securing payment and is inconsistent with using the group homes as a state-wide resource.
- (4) Placement Accountability both in regard to the specific program selected for a given child and in terms of delineating Corrections cases, CYF cases, and potential private pay cases is unstructured. Placements in Youth Corrections funded group homes may be instigated or changed at the request of the Judges, Court Workers, DFS Social Workers, other child placing agency workers, or private individuals; negotiated with the vendor; and the placement implemented without rigorous prior approval from a Youth Corrections representative. This does not necessarily indicate any violation of the child's rights. It does, however, indicate that budget control and accountability for group home resources is structurally difficult to fix and manage.
- (5) Contact with children while in placement is by all accounts (child, program, and workers) minimal. With a few individual exceptions caseworkers do not provide continuity and "broker" services to children and the families of children in group home placement. Often, with a "heavy caseload" given as the justification, children in group homes are effectively cut-off from contact with Youth Corrections staff while in placement.

2. Recommendations

This section primarily relates to recommendations involving the role and function of the group home system and the administrative apparatus that serves it. Since our study did not involve a comprehensive long term look at the entire system, we have not proposed many "system-wide" recommendations. Based on our limited review, however, we have made some system-wide observations and proposed what we consider are the relevant systemic planning issues with which the State, the Legislature, the Courts, and the people should be dealing. These are contained in Section C of this chapter.

a. Procurement Policies

- (1) Pricing - Since substantial differences have not been demonstrated in the effectiveness of the residential versus house parenting models of group homes, we see no reason for the State to begin to discriminate in pricing, i.e., vendors in both models should continue to be paid at a maximum rate that will approximately cover the costs of the lower cost "parenting" model homes (although final price should be established by market forces and through negotiation with bidders).
- (2) Encourage Extra Treatment Resources - We do not, however, discourage "treatment"-type approaches. Instead, we suggest using the contracting process to encourage that outside resources be sought by the group homes by more favorably evaluating those bidders who can demonstrate substantial non-corrections resources committed to their programs. To the extent a program is able to draw upon charitable contributions, Federal funding, support from other governmental bodies, etc., to finance its operations, it is presumably providing greater and more varied services to the child and is likely improving its linkage to and interaction with the community.

- (3) Geographic Location - Since performance advantages have not been demonstrated for the rural homes and since rural settings are inherently less community-based for most youth, urban locations for group homes should, in general, be encouraged. Since First District generates substantial placements but lacks group home resources, a further priority should be the creation of group home alternatives in the northern areas.
- (4) Programmatic links to the community - As part of the bid evaluation process, the burden should be on the potential vendor to demonstrate the types of links that have been created or are proposed to be created to the community in which the home is to be located (e.g., letters of support from community or neighborhood councils, support from church groups, voluntary support from individuals, cultural and recreational organizations, interactions with other community service providers).
- (5) "Bundled Services"/Vendor Concentration - The diversity objective suggested above denotes the desirability of alternatives both in terms of treatment programs and in terms of program sponsorship. Within limits, the smaller the fraction of total Youth Corrections resources going to a given vendor, the more responsive that vendor is likely to be to the State and the easier it is to preserve a buyer-seller relationship. We therefore recommend that multiple service-type agreements with vendors be discouraged; for example, an agreement in which the State pays a single vendor for a long term treatment path for a single individual (e.g., an observation-group care-foster care-long term family counseling-day treatment sequence) should not be pursued. Such

"bundling" of services risks compromising the strength of the case management system and the independence of procurement decisions. This recommendation is not intended to discourage continuity of care. However, if multiple services are to be provided by a given vendor, they should preferably be financed through non-corrections resources, e.g., Federal grants, support from local government, private donations, etc.

A corollary to this recommendation is that "vendor concentration" (the total number of placement slots controlled by a given vendor) should be closely monitored. While we would not go so far as to suggest that funding for current major programs be reduced strictly because they may have a large share of the market, we do contend that, in principle, future enlargement of current major programs should be done cautiously, if at all.

b. Contract Administration

- (1) Contract Management - The current contract monitoring system is not a strong management tool and may detract from the effectiveness of the assigned caseworker/monitor. We therefore suggest that contract administration be removed from district office responsibility, be made a central administrative function in Youth Corrections, and be staffed by at least one full time contract manager. This process can be more efficient than district-based monitoring in terms of accounting processing and provides an opportunity to improve surveillance and monitoring of vendor performance. The objective of a contract management function would be to assure placement approval, verify caseworker assignment, process accounting information, assure contract

compliance by the vendor, and report exceptions to Youth Corrections administration for action.

- (2) Improve Interaction with Vendors - An interview comment by the administrator of one of the larger group home programs was typical and particularly revealing: "We would be glad to do whatever Youth Corrections wants us to do (in our program), but they never come and ask. Our only effective contact is once a year when we negotiate the contract." We recommend several low cost methods to improve this interaction:

- (a) Create a public planning process (managed by Youth Corrections but with input from vendors encouraged) to help develop corrections priorities.
- (b) Develop a technical assistance program where State and community resources are more effectively made available to the vendors. This would be particularly useful in terms of training assistance to vendors, e.g., combining Youth Correction caseworker training with training of group home staff.
- (c) Encourage more frequent contacts among Youth Corrections administration and vendors.
- (d) Publish a formal annual report for Youth Corrections (similar to that created by the Court) describing and contrasting the types of cases being processed by the various placement alternatives, their recidivism performance, program costs, etc.

- (3) Program Evaluations - A comment made almost unanimously by vendors was that evaluative efforts by Youth Corrections should be fed back to them for use in improving their programs. Reasonable evaluation of the vendors should include:

- (a) Periodic on-site reviews, including administration of survey instruments such as the ones used in this study, for assessing the attitudes of children in placement.
- (b) Post placement "debriefing" interviews for children terminating from group care.
- (c) Provide tracking of recidivism and cohort information for each home to assist the vendors in determining where in the system they fit and how effective their efforts are.
- (d) Conduct annual reviews by Youth Corrections of each program's status and effectiveness.

c. Strengthen/Develop Youth Corrections Management Information

- (1) Long Range Plan/Report to the Legislature - As is indicated in Section I-C, a long range, comprehensive plan for allocation of Youth Corrections resources should be developed. We further recommended that the process for such planning include an annual report to the people and Legislature. Such a process would:
- (a) Require that well thought out and clearly defined statements be prepared regarding:
 - organizational structure and objectives
 - placement/release guidelines

- "make vs. buy" criteria for services (i.e., which programs should be State vs. privately operated).
 - interface with external resources
- (b) Serve as an effective channel for disseminating information regarding the Division's current and historical:
- operational characteristics (children served, recidivism, average length of stay, etc.)
 - financial and resource allocation
- (c) Provide an annual review of how well each of the vendors are performing and how well the system as a whole is progressing toward its stated long range goals.
- (2) Management Information System Improvement - Utah has the advantage of one of the most comprehensive Juvenile Court data systems in the country. In addition, the DFS accounting system collects sufficient placement information to track individual juveniles (with some exceptions) as they enter and exit the various components of the Youth Corrections system. However, it took a considerable effort on the part of both the contractor and the Youth Corrections staff to bring these two essential components together for this assessment. Based on this experience, we recommend that, although these two data collection systems should continue to form the core of a corrections information system, the following improvements be undertaken:

- (a) Use the payment record system as the basis for a management information system. This has the advantages of guaranteeing that information on placements, case movements, etc. is tied to resource allocation and it spotlights data quality problems at the caseworker level. As recommended above, accountability for information regarding the placement and release of individuals and the corresponding costs for treatment should be the monitoring responsibility of centralized contract administration staff. Completeness and accuracy of placement data and coordination of this information with the juvenile's criminal data would also be a task for this staff.
- (b) Currently, YDC and CATY program data are not recorded on the DFS database; it is suggested that information from these programs be adopted to be consistent with, and included in the reporting system.
- (c) A series of standardized, periodic reports should be developed to compare selected components of the system through time and with each other (similar to the "snapshot" included in this report). These analyses should also focus on specific juvenile cohorts (e.g., the violent or multi-placement youths), court district comparisons, caseworker placement tendencies, etc. The Youth Corrections research analysts are making significant progress in this area and should be encouraged to continue with the effort.
- (d) A conscientious review of the collected data items and the corresponding management reports is

necessary to assure that caseworkers, supervisors, and administration are not overburdened with unproductive paperwork and reporting tasks. Information categories which are currently collected on an inconsistent or duplicated basis, or are irrelevant to the Division's management decisions should be eliminated. For example:

- Many of the items collected on DFS Form #24 involving socio-demographic data are inconsistently reported and appear to be of little or no use for any decision process.
- There is no systematic identification or cross-tabulation of worker case activity. Straightforward questions like "which workers generate the most/least placements?" are structurally impossible to answer because clear worker identification has not been stressed.

d. Expand Caseworker Role to "Case Manager"

Case management at the worker level may be the most important single thing that Youth Corrections does. The effective discharge of this responsibility involves the worker becoming fully aware of and accountable for the flow of resources and decisions involving the out-of-home placement. Many items relating to these responsibilities in theory already exist although their implementation in practice (based on our observations) was incomplete. The case manager role should include:

- (1) Involvement in Staffing all group home placement cases prior to placement as part of the approval of the

expenditure of corrections resources. In the (relatively few) cases where this is impossible, it should be a clear priority that a Youth Corrections caseworker be assigned and the child interviewed within a week of placement.

- (2) Control of Treatment Plans must be formally vested in the case manager and not abandoned to the vendor. This includes both the development of specific goals, the planning of accomplishment milestones, and the periodic review of progress.
- (3) Monthly Visits - To assure a continuing contact with children in group care, a corrections worker should visit the child at least monthly to coordinate treatment in the facility and assist in developing relationships with families. If enforced, this would have the added benefit of minimizing placements geographically distant from the community to which the youth will eventually return.
- (4) Concurrent with responsibility for group home visits, the case manager must also be accountable for contacts with the child's family. This does not necessarily mean the Youth Corrections representative must personally conduct all visits (especially in reference to programs where family therapy is a treatment tool). However, consistent with the case manager's control of resources, he must be finally responsible that family social work is planned, executed and monitored in the context of the treatment plan.
- (5) Initiation/management of program termination is the first step in the management of corrections resources. The Youth Corrections representative must be the final decision point on program completion and

coordinator of post release services to assist in reintegrating the youth in the family and community.

- (6) The final role for the caseworker/manager is as a major resource in vendor evaluation both in terms of giving open communication to the group home operator on program performance, suggestions for improvement etc., and by providing more structured communication to Youth Corrections Administration for use in procurement and contract management.

C. System-Wide Snapshot Results/Planning Issues

The January 21, 1980 snapshot of Utah corrections placements provides a comprehensive point-in-time review of all children in out-of-home situations. Given that the duration of all types of placements except YDC observation is relatively long (on the order of 5 or more months average length of stay), the point-in-time distribution of placements is probably "reasonably" representative of long term practices (the greater turnover in the YDC observation population makes generalizations from limited data more risky).

With these caveats and a strong recommendation that further cross-sectional and time series analyses be conducted, we have summarized below the results of various cross-tabulations of the snapshot and suggest issues relevant to the planning process. Further detail on these items is included in Appendix A.

1. Snapshot Results

- a. Placement Resources - Based on the January 21, 1980 profile, the total placement resource dollars and the mix of slots used in the various court districts varied significantly and without uniform relation to population, criminality, and referral patterns:

- First District made heavier use of YDC in all forms.
- Second District made heavier use of "community based" placements.
- Based on most comparison indices, Second District showed higher per unit placement frequency and expenses.
- Districts 3, 4, and 5 have placed populations with generally less severe criminal records than do Districts 1 and 2.

- b. Placement Practices - The restrictiveness of placements in use did not uniformly reflect a "continuum" approach; e.g., only about half of the group home children had been tried on probation prior to placement; a substantial fraction of the children in (restrictive) YDC observation were in their first out-of-home experience.
- c. Limited Non-Institutional Options - Foster care and non-residential programs are limited in availability and use. Both are resources primarily for Salt Lake County and are not nearly as heavily used by children from other areas in general.
- d. Y.D.C. Observation and CATY Populations shared strong similarities in many respects. The major observed differences involved substantially higher pre-entry crime rates (though not severity) in YDC Observation children and substantially more prior placements in the CATY population.
- e. CATY functioned as a YDC alternative (as opposed to drawing off enrollment from the "lighter" group homes) at the snapshot, based on the marked similarity of the CATY population to the YDC commitment population in all areas except YDC showing much higher concentrations of personal felonies.

2. Planning Issues

The long range improvement in the system-wide management processes and practices in Youth Corrections revolves around three fundamental issues:

- Development of a placement resource planning process and long range plan.
- Clarification of case/resource accountability and control.
- Reinforce the mission and organizational identity of Youth Corrections.

Included below is a discussion of these issues:

- a. Development of a comprehensive long range plan and planning process for the allocation of Youth Corrections placement resources - The resource allocation methodology suggested in Appendix B is not intended to be a final statement of systemwide slot priorities since it is based primarily on a one time "snapshot" of comprehensive data. It is, however, indicative of the kinds of placement reprioritization that are consistent with the system objectives we have suggested in Chapter V, the existing quantitative results, and consistently applied placement guidelines. Such a model could be further elaborated for implementation in Fiscal Year 1982. In essence, it results in a distribution of resources consistent with a "least restrictive" emphasis which includes:

- (1) Slightly Reduce Secure Placements (to about 60 slots total) - Given the assumed desirability of placement as close to home as possible, alternatives to a single campus YDC should be explored.
- (2) Reallocate YDC Observation Population to Community - Since the effectiveness of YDC observation is unclear,

the cost is relatively high, and the characteristics of children in observation closely match those in CATY programs, it is arguable that the observation function could be shifted from the institutional setting at YDC to lower cost (contractual) community sponsors.

- (3) Expand CATY Slots to about 160 full time - As noted above, a moderate reduction in the YDC regular population and the shift of observation will create a need for more slots to serve what would be an expanded "CATY"-type population.
- (4) Reduce the Number of Group Home Slots from About 135 to Around 100 Full Time - Given the substantial number of group home residents with minimal criminal histories and no record of being tried first in the community in day treatment or probation settings, the total beds available to the "group home population" are probably in excess of the requirement that would exist under a rigorously applied "least restrictive" philosophy.
- (5) Increase Funding for Foster Care/Day Treatment. A net decrease in institutional populations tends to free certain funds. The needs of the children, however, remain. Funds generated through a resource re-distribution could thus be made available to support expanded foster care and day treatment and, to a lesser extent, improve caseworker resources.

Clearly, the placement alternatives available at one level of the "continuum" can, and should, impact on those at other levels. Future resource allocations therefore should be made only in the context of comprehensive system-wide considerations. The development of a quantitative placement model (with the full concurrence of the Court and Legislature) should be a high priority system goal.

- b. Clarify Resource/Case Accountability - This study has as its major focus the group home placement model. We did not intensively examine the organizational and economic issues associated with, e.g., the parole system, the economics of the YDC, the organization and functioning of court probation, screening and selection of CATY eligible candidates, and the CYF foster care network, etc. Broad recommendations for organizational change impacting all parts of the system would require such a comprehensive assessment. The issues raised in the context of group homes may, however, help define major choices.

Based on the group homes example, we suggest that a reasonable objective for the system is to assure some orderly relationship between the authority to place and manage cases, the accountability for budgeting/disbursing public funds, and managing the vendor/institution network. Without such a link, it is impossible to responsibly manage. The alternatives available to the people of Utah in general terms are:

- (1) The "broad" Youth Authority concept - Providing a system that gives total placement, treatment, and subsequent release authority to an entity separate from the Court.
- (2) A "partial" Youth Authority - Similar to the California system where certain types of children or types of cases are totally turned over to the corrections agency, e.g., those with substantial, severe criminal records. Lesser offenders would be managed under a court controlled system.
- (3) Joint Control - Where corrections resources are under the policy direction of the Court at least insofar as allocation priorities are concerned.

Any of these alternatives have potential for improving accountability. A plan for change should not be firmly established based only on this report - it should also include consideration of the types of issues suggested above. Reorganization is, however, clearly an important matter of public policy and should be subjected to continuing examination by Youth Corrections, the Court, the Executive Reorganization Committee, and the Legislature.

One further area, however, can be improved to immediately increase the visibility of the resource allocation process.

- (4) Report Corrections Resources at the Court District Level - Since placements must in some sense be ultimately responsive to the Court, it is clearly in the interest of all parties to know how the State's corrections resources are being consumed in each district. This will not guarantee accountability, but can readily promote dialogue and debate over the cost consequences of various Districts' placement policies. Such reporting could be made (to the Board of Judges and the public) to show on a quarterly basis how children are moved into placement by the various districts and, on a per diem basis, the costs of serving them.

- c. Reinforce the Organizational Identity of Youth Corrections - The formation of Youth Corrections Division in July, 1979 helped clarify and structure responsibility for Youth Corrections functions. At the time of our study, however, this organizational split from the welfare agencies had yet to be completed. The organizational distinction between Youth Corrections and the other parts of the Division of Family Services was not uniformly well understood either by other organizations (the court workers, the home operators, etc.) or by the corrections employees (especially those outside Salt Lake County). The planning process should

II. GROUP HOME PROGRAM ASSESSMENTS/DESCRIPTIONS

therefore consider that the organizational distinctions be further sharpened, including:

- (1) Creation of a clearer distinction between corrections and non-corrections group care facilities (it is difficult at present to guarantee that "corrections" cases are served on correction contracts and vice versa).
- (2) Better communication of this distinction to other agencies, e.g., in Second District the split of case responsibilities between Corrections and CYF apparently causes confusion in the screening, staffing, and assignment which may result in excessive lengths of stay in detention while agency responsibility is being established and implemented.
- (3) Transfer of accountability for corrections foster care, independent living payments, and all other payments for correction children, to the Youth Corrections Budget.

The items suggested above are of major importance to long range efforts to strengthen the management of the corrections systems. They should be considered as part of the agenda for the Youth Corrections task force now in process.

II. Group Home Program Assessments/Descriptions

A. Methodology

The interview phase of this project involved personal interviews with 100% of the home residents present and with the staff on duty on the day of the interviewers' visits in February and early March of 1980. In some cases, residents were on the run or were out of the group home for the day and thus unavailable for interviews.

Three survey instruments were used:

- Confidential Youth Questionnaire;
- Staff Questionnaire; and
- Staff & Youth Social Climate Questions.

The Youth and Staff Questionnaires were developed by staff of JS&A. The Social Climate Questionnaires were designed by Dr. Robert Coates for a study of the Massachusetts Youth Corrections system, and used with his permission.

The group homes were initially contacted by telephone through each home's Director. The purpose of the study and time required by the interviewers were explained to the Director who then set up the appointments with the home staff. Either prior to or at the start of each visit a discussion was held with each director on program philosophy, discipline/control methods, types of children sought or usually rejected by each program and relationships with DFS, Youth Corrections, and the Court. (These are noted below as appropriate).

A team of 3 or 4 interviewers traveled to the homes, usually spending at least 4 hours at each. A brief presentation of the project was made to the staff as a group, then each staff member was interviewed individually in private. Interviews lasted an average of 30 minutes each.

Of special concern to the interviewers was the task of approaching the survey in a non-threatening manner and encouraging staff members to be open about the weaknesses, as well as strengths of their respective program.

Although some staff were hesitant at first (several expressed an initial nervousness at the prospects of being "evaluated"), most seemed very open after being assured that their personal responses would be kept confidential. After being interviewed, each staff member was asked to fill out the "Social Climate Questionnaire".

The group home residents were also interviewed individually, in private. With very few exceptions, good rapport was established between interviewers and residents, and it was felt that most youths were responding reasonably honestly to the questions. On the whole, the youths appeared to enjoy the break in routine provided by the interviewers visit and were friendly and cooperative.

Since many of the youths were enrolled in remedial reading courses, the "Social Climate Questionnaire" was administered orally to the residents, as a group, after the interviews were completed.

After the survey instruments were coded, all names were removed in order to preserve the confidentiality assured to respondents. The interview team was "debriefed" within 24 hours of each visit for overall impressions of each home. The visit summaries for each home were made available to the program director in April 1980 for comment.

B. Group Home Overview

Group homes are formally viewed within the corrections system as being an out-of-home placement option for youth with criminal histories not severe enough to warrant YDC or CATY placement but who still have a sufficient history of status and/or criminal offenses to justify a more structured environment than can be obtained in their own home or foster home situation. Group homes thus fulfill two somewhat conflicting functions:

- To provide for a community environment in which the youth have access to the activities and experiences normally accessible to adolescents, and
- To provide close supervision and control of the youths in order to discourage antisocial or dyssocial behaviors.

These two functions conflict in that close supervision limits independent access to community facilities and experiences and vice versa.

Although the degree of supervision and the extent to which youths are allowed independent activities vary among the homes, they exhibit some similarities. All of the homes have night coverage either by live-in "houseparents" or night-time staff. Also, to varying degrees activities such as work, school, home visits and free-time are monitored through mechanisms such as staff visits with teachers or employers, reports from parents and other means, e.g., group discussions of free-time activities.

In all the group homes there is an attempt to increase socialization of the youth regarding school or work attendance and performance, peer relationships, relationships with adults and authority figures and, to some degree, self-concepts and personal development. Although a variety of methods, ranging from behavioral management by positive and negative reinforcement to "insight" types of therapy, are being used, there are two fundamental group home models encountered in Utah. These will be termed the "houseparent model" and the "residential treatment model".

1. The Houseparent Model

This model is an attempt to simulate a family environment by locating the youths in a home supervised and managed by a married couple who "live in". The houseparents are generally supported by at least one social worker who monitors the youth in the residence, helps to set behavioral management goals, screens new placements, and offers individual and group counseling or therapy. Since the role of

houseparent verges on a 24-hour a day job, alternate parents or live-in counselors who provide the houseparents with some respite, i.e., vacations, week-ends off, etc. are always present. Other support services often provided are supervision and guidance from managers and, in most cases, central purchasing and general maintenance for multi-unit operations.

Of the 15 group homes studied, 9 followed the houseparent model. These include 6 Utah Boys Ranches, 2 Heritage Youth Service Homes and the Rush Valley Boys Home. A brief description of each home is as follows:

- a. Utah Boys Ranch - Of the six Utah Boys Ranch Homes, 3 are located on a single campus in Kearns, one is Sandy, one in Orem and the sixth is in Mapleton. The Mapleton unit was not visited during this study as it is being closed at the end of the school year. The homes are administered from a central office in Salt Lake City. Central purchasing and general maintenance are provided by that office. The facility is a non-profit organization. One social worker screens placements for all of the homes.

- (1) Facilities - All of the 5 homes visited are large modern facilities with adequate kitchen and dining space, large front rooms and recreation rooms. Sleeping quarters are provided for houseparents and alternate parents or a live-in counselor. Sleeping facilities are two or three bed rooms, with Sandy capable of accommodating up to 10 boys, each of the Kearns homes accommodating up to 12 boys, and adequate bedroom space for 11 boys in the Orem facility.

The Kearns, Sandy, and Orem homes are located in "transitional" areas in the process of urban residential development. The Kearns and Orem properties include pasture land with horses. Only the

Sandy facility lacks a large play area for the residents.

- (2) Staffing - The Kearns homes (identified as east, middle and west) are located on one piece of property which also contains a "non- denominational" church which serves the youth. Officed in the church are an MSW and a certified social worker who give support to the three homes. Each of the homes has a full-time married couple as houseparent. East and middle receive alternative houseparent support from one couple who rotate between them to provide two days a week off and vacations. West has a part-time live-in counselor who serves this function. The middle home received the services of a full-time counselor.

The Sandy facility has a full-time live in counselor who substitutes for the houseparents for vacation and days off. They receive the support of another full-time counselor and part-time aid from the MSW who does screening and placement for all the Utah Boys Ranches. In the Orem home the male houseparent was presently studying for an MSW and serves the social worker function also. He receives case work direction from the same MSW who serves the Sandy facility. There is a live-in counselor in the Orem home.

In terms of educational background and/or related experience, the parents at Kearns East had been with Boys Ranch for 4 years, and the female parent had 10 years previous experience at a youth correctional facility. The houseparents at Kearns Middle had been with the Ranch for 2 months--the female had an A.A. in Child Development and is an R.N., and the male is an ex-policeman. The parents at Kearns West had been with the program for 2 years. The Sandy houseparents

had been at the home 7 months, and had no related degrees or previous experience. The Orem houseparents had a total of 7 years experience (2 years at Orem and 5 years at another group home). None of the live-in or full-time counselors had college degrees in related fields; one of the Sandy counselors had been with the program a year, and the other counselors all had less than 6 months experience. The case work and screening support is provided by three MSW's.

- (3) Program Structure - Parents receive monthly progress reports on their child and are asked to respond prior to termination. Monitoring of home visits provides information as to possible need for counseling and guidance which is given by the social worker staff. If parents are outside the county and a need is determined, they are asked to contact their county mental health facility for counseling and guidance. To insure transition into the school systems, termination takes place during school breaks (May, August and December). Screening of residents is provided for all homes by two MSW's. Upon receiving a call from the placement worker, they ask for the available written history, education, mental health, social, court, etc. They define what they believe the problem to be and then interview the child and parent, if the parent is available. If there is a concern for the mental status of the potential placement, diagnostic referral will be made to Primary Childrens Hospital, Copper Mountain Mental Health, University of Utah Medical Center Mental Health or the Unit of Detention. Some variation was found between homes regarding the therapeutic model used and philosophy. The Orem home was found to be distinctive in its philosophy and approach and will be considered separately (see below). The Kearns and Sandy homes

utilize a behavioral program defined by the administrative office (see Appendix B). The purpose of the program is stated to be the control of disruptive or obstructive types of behaviors such as screaming, talking back, temper tantrums, fighting and arguing, etc., and the encouragement of good school performance and attendance. School is almost always mandatory for the boys. At the time of this study none of the boys were working. During the summer months, CETA work is reportedly encouraged and monitored.

Boys are graded daily on a point system regarding performance of household chores, lack of disruptive or obstructive behaviors, school attendance and study and general attitude. To a minimal extent the programs are individualized in that special attention may be paid to one of the boys in a specific area of improvement. Residents are placed on one of four levels each week on the basis of the daily scoring. Incentives involve free-time. On the lower levels the residents receive little or no independent or free-time off the property or away from school. On the upper levels boys can have home visits and are not required to return directly home from school. On the fourth level at least one free evening per week is granted, however, at the time of the visit no residents were on this level.

The system discouraged independent activities as well as involvement in extra-curricular activities at school such as joining clubs, participating in sports, attending sporting events, etc. Friends outside of the homes visit very rarely. At the Kearns facility any outdoor recreation on the ranch grounds was heavily monitored since most of the staff wanted to

limit associations of boys from the different homes. In the Sandy home residents on the upper levels were allowed walks, but these were also heavily monitored. The boys, regardless of levels, participated in supervised group recreational activities, swimming, movies, shopping, etc., at least two times a week.

The houseparents were quite autonomous in managing the homes and designating chores to be done. Counselors aided in discipline and attempted to develop therapeutic relationships with the residents. Social workers advised and aided the other staff, did the case work on the residents, directed groups once a week and were available for individual consultation with the residents. Group sessions centered around behavioral management, and gave the residents a chance to air complaints. Residents had very little input in changing or developing rules and restrictions. In the Kearns homes the social workers monitored school attendance and performance through discussion with teachers and school counselors.

The houseparents in the Orem facility were much more autonomous in their program development than in the other Utah Boys Ranch homes. One of the purposes of their program was to make the living conditions and community access as normal as possible. There was an attempt to treat the residents as equally as possible and therefore no formal level system was imposed. The boys received two free nights a week, they were encouraged to be involved in school events and most were learning to box in a local facility. They were attempting to develop other activities such as a basketball team to play in local church events and participation in a police "ride-along" program.

Parents or relatives could visit the boys during the week (to go out for an evening), although home visits were limited to one per month. Neighborhood youths were encouraged to visit the home.

Behaviorial management was being attempted by the following methods:

- Assigning extra work. Residents could be assigned work over and above regular chores for obstructive or disruptive behaviors or failure to perform work or study.
- Peer pressure. The staff identified group leaders and encouraged them to help in changing other residents behaviors, e.g., encouraging one boy to defend someone else who was being picked-on by the others.
- Group meetings. Group meetings were not regularly scheduled but could be called by staff at any time to discuss problems. Residents could and sometimes did request these meetings.
- Restrictions. Free-time activities were withdrawn for excessive acting out, not attending school or for smoking.
- School monitoring. The live-in counselor was also working part-time in the local high school as a means to support and monitor the residents. He also tutored the home residents.

The social worker/houseparent stated that he was finding it difficult to individualize programs or to develop more positive reinforcers. However, he

believed that he was achieving his goal of normalizing the program better than by other methods.

- (4) General Conclusions - Staff in all of the Utah Boy's Ranch homes were attempting to establish a warm, caring, family type of environment with some success. There were some problems in the Sandy home in that there appeared to be an overconcern with the rule system and extensive complaints about the acting out behavior of the boys and about the lack of support of DFS and the police force in applying punitive measures. Morale of the residents in this home appeared to be lower than in the others.

In all but the Orem home, community linkage was limited to supervised group activities, family visits and attendance in the public school. Public school attendance was somewhat restricted for the Kearns homes because the local junior high has a separate facility for Boys Ranch residents only. With sufficient progress boys could move to the regular, junior high classes; however, many of the boys were attending the boys ranch facility. It was encouraging to find that the Orem home was attempting to involve the residents in the community while still maintaining sufficient behavioral controls.

- b. Heritage Boys Ranch - There are three group homes administered by Heritage Boys Ranch, two adjacent homes in Cedar Valley about 12 miles from Lehi, Utah and one at Birdseye which is about 15 miles from Spanish Fork. Heritage is reportedly a for-profit private operation. The facilities cater only to boys. Only one of the Cedar Valley ranches was the subject of this study as the other is a CATY program for more severely delinquent youth. The programs are administered from an office in Spanish Fork.

The two group homes under study are quite different in respect to facilities, staffing and general atmosphere.

- (1) Facilities - Both homes are rural in nature; Cedar Valley is in an agricultural area and Birdseye is in a mountainous region. The Cedar Valley home is an older home and had less desirable living conditions (in terms of size, condition of the furnishings and the general conditions of the structure) than any of the other houseparent type homes. It is intended to accommodate 12 boys in 6 bedrooms. The kitchen-dining area and living rooms appear adequate; however, there is only one bathroom for the boys and the apartment for the houseparents is small. There are no living arrangements for alternate parents or a live-in counselor. There is no recreation room, but it is a farm type home with sufficient area outside for recreational activities.

The Birdseye home is a large facility with an adequate dining and cooking area, living room, recreational area and four bedrooms with a capacity of 13 boys. The houseparents and alternate houseparents are housed within the structure in two apartment-like sections.

- (2) Staffing - The director serves as a part-time social worker to the two programs. He also has an assistant who aids in screening placements, directing the homes, and making community contacts. There are no alternate houseparents for the Cedar Valley home. Besides the support of the director, they receive social worker support one day a week from a social worker with a private business and another consultant provides training to the houseparents one evening a week.

The Birdseye facility has live-in alternate houseparents, one of whom serves as cook. The Heritage director is available to the home one night per week for group social work and is available to the residents for individual consultation at that time. The male, regular houseparent is independent both in managing and directing the program. He also makes community contacts with the schools, employers, and potential employers of the youth. It appears that, with some input from the director, he makes most of the decisions regarding the youth both within and outside of the home.

The director, who also serves as case worker and screening support, has an MSW and has been associated with group homes since 1969. He has operated the Heritage Boys Ranches since 1973.

The Cedar Valley houseparents had been at the home for 18 months; both were attending BYU, but were not seeking degrees in fields relating to the job. The houseparents at Birdseye had spent 3 years with the program; the male parent also had a great deal of personal experience, having been in many foster placements in his youth. The alternate houseparents had worked a total of 14 months at the home.

- (3) Program Structure - Referrals are made to the director/social worker who then interviews the boy, his parents and the workers. Parents, if available and cooperative, are asked to visit the facility. Psychological tests may be solicited for "scary" cases, homosexuals, assault and rape cases, etc. Termination is arranged through the DFS worker and is monitored by success of home visits to parents or potential foster parents. Although there was supposed

to be a level system and a point system at the Cedar Valley home, it was not clear what in fact was happening. The boys were unsure of the system and uncertain regarding their current level.

There was an on-site school which served this home as well as the adjacent CATY home and which is supported by the local school district. It is a school for those with learning disabilities and only served some of the home's youth. The rest are scattered around the valley in a variety of public schools. Two were in a school for emotionally disturbed.

Other than attendance in public schools, community ties were severely limited. Compared with the Utah Boys Ranches, the residents participated in very few supervised group recreational activities. None of the boys had jobs outside the home.

The Birdseye home was quite different in its operation. A point system was in effect for household chores but this was only used to disburse allowances to the boys. The male houseparent directed all activities and assigned household jobs. All requests from the boys had to go through him. He allotted extra work for negative behavior or failure to perform tasks and he gave extra freedoms such as hiking in the mountains and visits to friends in the valley when they appeared warranted. Although his system was somewhat undefined and spontaneous, almost every boy felt that he and the system were fair.

The residents attended public school in Spanish Fork and some were in the school for emotionally disturbed. Extra-curricular activities such as school sports, dances, etc. were encouraged. Some of the

boys held paying jobs outside of the home and all could participate if they wished. Residents were also allowed to visit overnight with friends in Spanish Fork and could engage in other independent activities such as hiking or motorcycling in the vicinity. As in the Cedar Valley home, supervised group activities were limited. All in all, the access to normal community activities is probably similar to what many rural or agricultural youths experience with natural restrictions imposed by travel.

- (4) General Conclusions - In atmosphere and conditions there was a great disparity between the two Heritage Boys Ranch Group Homes. The Birdseye facility was much more liveable, both for the residents and houseparents, than was the Cedar Valley home. The houseparents in the Birdseye facility were much more skilled in managing the residents and morale seemed better there. It is of interest to note that being sent to the Cedar Valley home was used as a threat to the Birdseye boys to induce behavioral change. The Heritage management did recognize the problem and had brought in a consultant to train the Cedar Valley houseparents and was also attempting to hire alternate parents to relieve them.

As with the Orem Boys Ranch the Birdseye home was an example of at least a partially successful attempt to normalize the residents' access to community facilities and activities.

- c. Rush Valley Boys Home - Rush Valley is a privately owned, profit making enterprise officed in Springville, Utah. The proprietor/director has been in the boys home business since 1968. The only present facility, located in Vernon, Utah has been in operation since 1977.

(1) Facilities - The facility houses up to 12 boys in three bedrooms. It is an old structure, adequate in size and clean, with livingroom, kitchen and a bedroom for the houseparents. There is no recreation room but the building is in an agricultural area with plenty of outdoor space. The nearest recreation and shopping facilities are in Tooele, Utah about 25 miles away.

(2) Staffing - The director is a certified social worker, MSW, and does all intake, individual counseling and case work and also, with his wife's assistance, serves as alternate houseparent to the couple now residing there. Another social worker runs group sessions for the boys one night per week.

The houseparents had worked at the home for 2 1/2 years; they had no degrees or previous experience in related fields.

(3) Program Structure - All of the boys attend either junior high or high school in Eureka which is about 25 miles from the facility. They are taken on supervised group activities about once a week, often in the Provo area, and the houseparents often take them to school events such as dances or sporting events. A basketball game (boys home vs. the school faculty) was planned at the time of our visit.

None of the residents had paid jobs during the school year but most were said to acquire CETA jobs in the rural area during the summer.

Behavioral management consisted of weekly allowance based upon daily performance of chores, school studies, and general behavior and attitude. They

could be restricted to two rooms in the house for obstructive or disruptive behaviors. Reinforcers were very limited due to the isolated nature of the home.

(4) General Comments - This was one of the more isolated of the group homes and staff admitted that travel was a problem. Boys did participate in school activities, but only in isolated instances were independent activities allowed.

The director stated that they worked closely with DFS case workers and, when possible, parents or foster parents in terminating cases and placing residents, and provides personal counseling at his office to those able to travel to it. Much of this was by phone as travel was a problem. He also meets with families or caseworkers when possible.

2. Residential Treatment Model

Whereas the houseparent model implies that a positive family environment coupled with behavioral management and some therapy can affect change, the residential treatment model relies more heavily on various forms of group and individual therapy. Heavy emphasis is placed upon "positive peer culture," the development of a mini-youth community in which youth monitor each other's behavior in a manner valued by the staff. Although behavioral or "acting out" types of problems are of concern in these homes, more emphasis is placed upon emotional and psychological problems in this model than in the houseparent homes.

Residential treatment homes have three staff shifts to give 24-hour coverage, two or more staff per shift. Staff almost always have educational or experiential backgrounds in the social sciences, generally at least a B.S. in psychology, social work or a related area. They see themselves (and the residents likely would concur) as

therapists. Back-up support for the staff is professional in nature, e.g., psychiatrists, psychologists.

All of the residential treatment homes used some type of level system as an incentive to the youths. As they progressed through the levels they received more freedoms. Moving from one level to another (forward or backward) was based upon assessments of staff and peers in group meetings.

Group homes which were residential treatment centers in nature were three Adolescent Residential Treatment Centers sponsored by Granite Community Mental Health, the Odyssey Adolescent Unit, Pine Canyon Boys Ranch, and the Manhattan Project sponsored by the Salvation Army.

A brief description of each program is as follows:

- a. Manhattan Project - The Manhattan Project is sponsored by the Salvation Army and has one co-educational home located in Salt Lake City. When visited, the home was being closed down because the Salvation Army, which also owns the residence, had withdrawn support. The termination of the project apparently had nothing to do with any qualitative assessment. Rather, it reflected a change in organizational philosophy on the part of the Salvation Army.

- (1) Facility - The home is a large mansion in the "avenues" area, within walking distance of downtown Salt Lake City. It is in good condition and well kept. There are two bedrooms with 3 beds each for girls with separate bath facilities and the same for boys. There is also a female staff bedroom and a male one. Staff sleep in the house on a rotation basis and the male-female composition is necessitated by the co-educational nature of the program. There are adequate

cooking, dining, living room and office facilities. There is no recreation room.

- (2) Staffing - The director of the program works one-half time and beneath him is a program manager. Six counselors, 3 male and 3 female, rotate on a 45-hour shift, two on duty at all times except for 3 hours in the afternoon when only one is present. They had also instituted an out-patient program with a tracker and two part-time group leaders. This follow-up program was not financed by the State. All housekeeping and cooking was handled jointly by staff and residents.

All of the counselors interviewed (5) had bachelors' degrees in either Psychology or Sociology. Experience ranged from 2 months to 2 years. The Program Director had been with Manhattan for 7 years; the Program Manager for 1 year (with 5 years experience at another residential treatment center).

- (3) Program Structure - The project was somewhat different in operation and structure than was encountered in any other program. The youths in the program were older, 16 and above, and in most cases the goal was "emancipation" or independent living status rather than a return to a parental situation. Because of this, heavy emphasis was placed upon activities outside of the home. Youths were encouraged to find jobs or attend public schools within the first month. Although there was a level system, with the residents receiving more free or independent time as they progressed through the levels, free time was viewed more as a therapeutic end rather than as a means to control behavior. As one staff member put it, "we want things to be happening in the community, not in the house". Consistent with this philosophy,

organized recreational activity for the residents was avoided and the lack of a recreational area or equipment was intentional.

In general, the goals were to develop problem solving skills in the community. Counselors generally did not intend to find jobs for the residents or solve school problems for them. They tried to facilitate the process, placing the onus of responsibility on the residents. Living skills such as cooking, house cleaning, shopping, budgeting, etc., were short-term learning goals for the residents.

Allocation of tasks, changes or development of the level system, household management, etc., were conducted in groups with staff and residents having equal votes. New applicants were screened in this manner also. The intent of the staff was to bring about change through a positive peer culture but there was some recognition of the fact that the more dependent the individual was on the group, the less independent they could be in the community. Group therapy sessions were regularly scheduled, however, according to the director, they were to stay away from "deep insight" types of therapy. Groups were to deal with practical, problem solving situations in an advisory manner, rather than looking for psychological or emotional causes.

Due to the cursory nature of our survey method and the fact that the project was in the process of closing down, it is not known to what extent the philosophy of the program was being realized. Staff did appear to be aware of the theoretical and paradoxical problems inherent in the approach and were experimenting with a variety of approaches.

(4) General Conclusion: Of all programs, both of the residential treatment and houseparent models, this one was the most highly "normalized" in its approach. Community involvement of the residents and independent decisionmaking were emphasized. Although the atmosphere was "therapeutic", more emphasis was placed upon practicality and living skills than was the case in any other program. Emancipation was the objective.

b. Pine Canyon Ranch for Boys - The Pine Canyon facilities are owned by a Salt Lake City based non-profit corporation whose Board oversees the administration of the project. The Board has appointed a director who oversees the development of the program. The total program is apparently going through extensive transition and development regarding staffing, remodeling of present facilities and the creation of new facilities and program options for boys.

(1) Facilities - The facility is composed of two buildings. One has three offices, a group meeting room, kitchen, dining room, three bedrooms with four beds each, and a very small recreation area. The other building has a school room, office, three bedrooms to accommodate 8 boys and a kitchen that was not being used. The condition of the facilities was poor. The structure and furnishings were not appealing or comfortable and were in need of maintenance, cleaning, and repair. Apparently, the management recognizes the problem and has contracted for some remodeling.

The Pine Canyon Ranch is in a mountainous area about four miles from Stockton, Utah, a very small rural community. The closest shopping and recreational facilities are in Tooele, about a 10 mile drive.

- (2) Staffing - The program director, an MSW, is fairly autonomous in developing and directing the program with the Board mainly being concerned with financial aspects of the operation. There is a consultant who aids in program development and a team coordinator who manages the therapeutic activities at the ranch. An intake worker screens all applicants and is attempting to provide some follow-up on residents who have left the program. Under the team coordinator there are 2 primary counselors and 8 behavioral counselors. It is intended that the behavioral counselors provide discipline which allows the primary counselors to be more therapeutic in their relationships with the residents. There is also an on-site school sponsored by the Tooele School District with one teacher and one assistant. A maintenance worker and a cook serve the facility. As stated earlier, the program is in transition and there has been an almost complete staff turnover in the past 6 months.

Because of the recent turnover, none of the staff interviewed had been with the program more than 9 months, except the teacher aide who had been there for 4 years. The three counselors interviewed were all MSW's, and all had at least one year's prior experience in related fields.

- (3) Program Structure - Boys are originally assessed by the intake worker and receive a battery of educational and personality tests at times through Copper Mountain Mental Health or Tooele Mental Health. Upon acceptance to the ranch, they are assigned a primary therapist. The intake worker also meets with parents when possible and the referring worker. Termination is based upon successful attainment of behavioral

treatment goals established early in the resident's program and is targeted for six months. The intake counselor also does a one year follow up by telephone and personal contact starting with weekly contact immediately after termination and tapering off to monthly after six months. A behavioral management system is in effect with the boys being evaluated on performance in the areas of house chores, school and therapy. Privileges to be earned were home visits and extra activities.

Positive reinforcers appeared to be limited as the boys mostly noted home visits. Behavioral contracting was initiated on a weekly basis and a level system was supposed to be in effect. However, both staff and residents noted that rules and restrictions were changing rapidly and some boys did not know their status.

Group therapy, individual, and behavioral management were the principle means of treatment. There appeared to be little attempt to establish a positive peer culture.

The residents participated in supervised recreational activities, however, they did not appear to be regularly scheduled. Because of the distance to community facilities, the staff complained of expense and difficulty in access.

- (4) General Conclusion - The program was in a state of flux and therefore difficult to describe. However, there appeared to be few positive reinforcers for the boys as community access was severely limited by the rural nature of the program and the inclusion of the on-site school.

Living conditions were poor and the residents appeared less clean than at other facilities. Staff attitude and expectations toward the residents were more negative than encountered elsewhere. (It should be noted that only 6 of the 14 on-site staff were available for interview during the visit.) Morale was low among the residents with many expressing a "just doing their time" attitude. The youth also complained about the food and living conditions.

c. Adolescent Residential Treatment & Education Center (ARTEC)

ARTEC is a Salt Lake County mental health program administered by Granite Mental Health Center. The program operates three houses (Nibley, Belmont and Highland), all in the southeast area of Salt Lake City. The Nibley Home caters to girls ages 13-18, Highland accepts boys ages 13-15, and boys 15-18 are referred to the Belmont home.

- (1) Facilities: All three areas are in residential areas within walking distance of commercial facilities. Each has a kitchen, dining area and living room. Lunch and dinner are centrally cooked in the Nibley home and the food distributed to the other two. Night staff cooks breakfast in each of the homes. The Nibley home has 12 beds and Belmont and Highland have beds for 10 each. With the exception of Highland, which has converted a garage into a recreation room, there are limited recreational facilities. Although twenty-four hour coverage of the homes is provided, there are no sleeping facilities for night staff. All residents attend school in the Nibley facility which is the largest. The homes were clean and comfortable.

- (2) Staffing: The administrative unit, consisting of a director, a bookkeeper and a secretary is officed in the Highland home. Each home has an administrative supervisor responsible for staff and home management and a clinical supervisor responsible for case work and therapy. There are three paraprofessional counselors serving each facility on a rotating basis and a night person in each. Recently, there has been an attempt to divide staff functions into "therapeutic" with the clinical supervisor performing this function, and "disciplinary" which consists of the administrative supervisor and counselors enforcing house rules and restrictions for the residents. Apparently, there were two reasons for the functional distinction: to allow the clinical supervisor to develop trust and rapport with the residents, and to distinguish between professional and paraprofessional qualifications and responsibilities.

One recreation director and an after-care director serve all three facilities, as does one cook and a maintenance person. If psychological testing or evaluation are warranted, this is performed by the director or the Highland clinical supervisor who are both Ph.D psychologists. Although the psychiatrists and psychologists at Granite Mental Health do not provide direct services to the residents, they do monitor clinical practices and decisions through a case presentation method.

Of the counselors interviewed, all either had bachelor's degrees in the social sciences or were currently working toward social science degrees. Experience ranged from 6 months to 5 years. Because of the rotating shifts, data on staff are incomplete.

- (3) Program Structure: Case workers wishing to make referrals to the program must first, in a telephone conversation with the clinical supervisor, describe their client and his/her needs. If the referral is deemed appropriate, the client, case worker and parents (when possible), meet with a screening team (which currently convenes on Mondays). The team is composed of the ARTEC director and the clinical and administrative supervisor from each home. Determination of acceptance or rejection of the referral is made by the team on the following Friday.

Upon entrance to the program, residents are placed in an orientation phase for up to one month. During this period, except for supervised group activities, they are limited almost exclusively to the home and school. Telephone and letter writing are also restricted. The purpose of the orientation phase is for the resident to demonstrate his/her motivation to participate in the program. Upon successful demonstration of motivation, the residents then move to the level system (there are three levels, with each successive level meaning increased independent activity and home visits). On level three residents may leave the home on their own, obtain employment and/or attend public school. The purpose of this level is re-entry into the community. Movement from level to level is governed by residents and staff in group meetings with advancement based on adherence to rules, performance of household duties, peer relations, school performance and the attainment of individual objectives. Individual objectives are defined in group and individual therapy. Residents can be placed on "freeze", a highly restrictive level, as a negative incentive for inappropriate behavior, attitude or inability to perform as per requirements of their level.

In all of the ARTEC programs, there was an emphasis on the development of a positive peer culture with residents being encouraged to monitor each other in a positive manner. Individual leadership was also encouraged. Staff purported a "milieu" philosophy which to them meant that treatment and treatment objectives related to the total environment of the resident, i.e., school, work, family relationships, relationships with peers and staff, hygiene, etc.

School was provided for the residents in the Nibley home by the Granite School District. Youths could obtain employment on the upper levels but no one was working at the time of the survey. Supervised group recreation was provided under the direction of the recreation director and included physical, as well as spectator types of activities. Consistent with the "milieu" philosophy, recreation was considered therapeutic.

The clinical supervisors also engaged the residents and their parents in family therapy when the parents would cooperate or were available. Development of positive family relationships was one of the treatment objectives for many of the individual residents.

Upon successful termination from the program, residents received follow-up services in the form of school or employment placement, foster care placement and individual and/or group therapy. After-care is provided for sixty days following termination and includes monitoring the youth in his environment, i.e., contacting parents, teachers and employers.

- (4) General Conclusion: ARTEC is characterized by the staff's concentration on the development of peer leadership and a positive peer culture in combination with behavioral management and control. Access to community activities and facilities is limited by the self-contained nature of the program, i.e., providing for the total needs of the youth regarding school, recreation, etc., when the resident is on lower status levels. However, on upper levels home visits, outside friendships and visits from friends, independent activities and access to jobs and public schools are provided as incentives to the youths and as treatment goals. The "milieu" philosophy is realized to some extent in the concerns for the development of healthy family relationships. In cases where this is not possible because of poor parental attitude or emotional disorder on the part of a parent, the youths are aided in seeking other courses or methods to deal with the problem. In each case, attempts are made to establish family therapy and this was the only group home program with an emphasis in that area.

d. The Odyssey Adolescent Unit - This adolescent unit is part of Odyssey's national network of homes. Traditionally, Odyssey has catered to a mostly adult population with drug or alcohol related problems. The Odyssey Adolescent Unit, on the other hand, treats youths of which only a few have drug or alcohol problems as the major reason for admittance to the program. The administrative office and home are located in Salt Lake City.

- (1) Facilities: The unit is housed in a two story facility with kitchen, dining area, recreation room, office and 9 bedrooms. Four bedrooms house 6 girls and there are 4 bedrooms housing 6 boys. The staff rotate, with one counselor sleeping over each night.

The facility is rather cramped, given the number of staff officed there and youths in residence, but adequate and well kept. The structure is on a corner lot in the "avenues" area of Salt Lake City, a short walk from the downtown area. Minimal inside recreation space is available.

- (2) Staffing: The director of the program, an MSW, is officed downtown. Most of his duties are supervisory, administrative and community liason oriented with individual therapy at times with residents. The household purchasing, maintenance, etc., and staff paperwork is managed by a house administrator. A treatment coordinator supervises and coordinates therapy aided by four counselors. A nurse serves half-time and there are also a secretary and a bookkeeper. Case consultation, testing and evaluation, and medical & psychiatric support are provided by Odyssey with a psychiatrist, one physician and two psychologists rendering services on a consultant basis. Education is provided by the program with one teacher and two part-time tutors. School is held in the adult unit about one block from the adolescent unit. A full-time admissions staff does intake and community liason activities.

Odyssey is unique in that some staff members are former residents. The program appears to encourage successful residents to remain as staff upon completion of the program. Of the eight staff members interviewed, three were ex-residents who had been with the program from 18 months to 10 years. The other counselors all had either bachelor's or master's degrees in the social sciences, with program experience ranging from 1 month to 15 years.

- (3) Program Structure: Youth are accepted into the program on the basis of interviews with the youth and DFS or other admitting case workers. Within the first week residents receive a battery of psychological and educational tests and a treatment plan is determined at that time, or inappropriate referrals are terminated. The selection criteria favors delinquents with emotional disorders. Active psychotics, suicidal or other disorders warranting hospitalization are supposedly screened out, as are individuals with problems not severe enough to warrant intensive residential treatment.

Residents progress through a series of levels with increased responsibilities and freedoms being awarded at the various levels. Although behavioral management is a concern, the emphasis is upon "insight" and attainment of individual treatment goals. Movement from level to level is determined by staff and residents in group and individual therapy. There is an emphasis upon developing strong, positive peer relations and identification. Communication of positive and negative feelings is encouraged.

Successful residents move progressively toward "graduation" from the program at which time they must have developed a plan for living outside of the unit. The plan will include living arrangements, educational and/or vocational intentions and therapy. After terminating the program, some return for group and/or individual therapy as part of the graduation plan.

There are also supervised group recreational activities at the home including sports, movies, camping, etc., as well as attendance at cultural events such as the symphony or ballet.

All residents attend the Odyssey school which is sponsored by the local school district, but housed in an Odyssey facility. Staff were quite supportive of the school, claiming, based on test performance, that the residents made enormous progress in a short period of time.

- (4) General Conclusions: The program is heavily therapeutically and psychiatrically oriented with an emphasis upon insight therapy, communication of feelings and group and individual therapy. Behavioral management through positive and negative reinforcers is existent, but it is not emphasized. Community access on an independent basis is limited by the level system, the in-house school, as well as by the heavy emphasis upon peer identification. However, the successful residents receive increasing responsibility and independence as they move toward termination and they participate in a variety of outside activities on a group basis.

C. Socio-Demographic Overview

The data shown below are based only on the John Short & Associates' survey (112 completed instruments from a potential total population of about 130). It should be noted that the following data are as reported by the child. We did not attempt to cross-tabulate these responses with Juvenile Court and DFS records. The 135 child "snapshot" of January 21, 1980, contains most though not all of the children surveyed below. The demographic, placement, and criminal history information presented by the children tends to validate the D.F.S./Court records and vice versa.

1. Sex: Male 87% - Female 13%

Seven of the 14 females interviewed were in the Nibley-ARTEC which is the only all female facility. The remainder were

distributed between Odyssey and Manhattan, the two coed facilities.

2. Prior Residence: 36% reported usual residence was with natural mother and father, 19% reported usual residence was with natural parent and step-parent, 27% reported usual residence was with mother only, the remaining 18% reported some other form of residence. (Note: All Utah juvenile court referrals (1978) show a pattern of 51%, 14%, 22%, 23%, respectively).

3. Religion:

<u>LDS</u>	<u>Catholic</u>	<u>Protestant</u>	<u>No religious affiliation</u>
48%	24%	6%	20%

Catholic concentration appears particularly high at Pine Canyon. LDS concentration appears highest at Utah Boys Ranch (all locations) and ARTEC.

4. Behavioral Medication: 7% of residents reported currently being on psychotropic medication.
5. Family Criminal History: 48% of all residents report prior trouble with the law for other children in the family, 42% report no prior trouble, 11% report no siblings.

Prior criminal involvement of siblings was reportedly highest at Pine Canyon and Utah Boys Ranch - Sandy. Odyssey has the lowest incidence of sibling involvement.

A total of 18% of residents report parents who have been in trouble with the law, 68% report no prior parental trouble with the law. Odyssey is low, Rush Valley high in the category.

6. Reason for Placement: (Youth's impression - may report more than one)
Drugs - 9%

Auto Theft/Joy Riding - 24%
Property Crimes - 28%
Property and Person Crimes - 4%
Crimes against persons - 8%
Juvenile offenses including status - 21%
Public misbehavior - 8%
Parole violations - 8%
Abandoned - 4%
Abused - 4%
Can't get along with parents - 29%
Other - 22%

Inability to get along with parents was particularly concentrated at ARTEC. Property crimes were distributed fairly evenly. Drug offenders were concentrated at Odyssey. Personal crimes were admitted by a relatively small fraction of the children.

7. Placement History: The median length of stay reported by the individual youths is 15 weeks. 25% reported being in the home 36 weeks or longer.

a. Sheltered Care: 67% report no prior shelter care placement, 15% report more than one prior shelter care placement. ARTEC children show the highest incidence of prior placement in sheltered care.

b. Foster Homes: No prior foster home placement was reported by 54%, 16% report 1 foster placement, and 29% had two or more prior foster home placements. The highest incidence of prior foster placement was in the Kearns Utah Boys Ranches, East and Middle houses.

c. Group Homes: Prior group home placement was reported by 21%; 14 of the 24 reporting prior group home placements are Utah Boys Ranch youths (perhaps indicating prior placement in other Utah Boys Ranch locations).

- d. CATY Homes and YDC: Only 1 prior placement was reported at YDC and one reported a prior CATY placement.

D. Linkages and Contacts

This section summarizes the contacts with family, friends, and community reported by the children while in placement.

1. Case Worker Contacts: Of all residents, 63% knew the name of a person they thought was their DFS worker, 29% reported having a DFS workers but not knowing the name, 6% reported no DFS worker. 34% reported they were on probation and could name their probation officer.

A concern almost universally voiced by staff during the interviews was the lack of DFS case support while youths were in residence. This "minimal contact" hypothesis is supported by youth responses regarding their personal interaction with their DFS case worker. Of the 92% of the youth reporting that they had a DFS case worker, 70% could give a name. Only 10 (8%) of the 112 respondents stated that within the last month they had had contact with a case worker outside of the home, 10 reported contact by phone, and 15 reported personal contacts within the home (these categories probably overlap, i.e., those with phone contacts may include respondents reporting personal visits).

In contrast, 42 (39%) reported that they had been or were still on probation and 90% of these gave a name. At least 21% of those reporting probation had been personally contacted by their probation officer and 12% reported telephone contact.

2. Family/Community Contacts (While in Program): An indication of the degree of restriction placed on a group home residents is the amount of unmonitored communication they have with individuals not in the program. In Table II.1 responses are presented as the percentage of youths within the home responding

TABLE II.1
Percentage of Respondents in Group Homes with Family or Friend Contact
Within the Past Month

	Home Visits	Visits from Family At Group Home	Visits From Friends At Group Home	Telephone Contact With Friends	Staff Contacts With Family
Utah Boys Ranch Kearns East	44%	56%	11%	22%	66%
Utah Boys Ranch Kearns Middle	50	37	0	13	75
Utah Boys Ranch Kearns West	57	43	0	43	0
Utah Boys Ranch - Sandy	0	0	0	60	20
Utah Boys Ranch - Orem	63	25	12	63	63
Heritage Boys Ranch Birdseye	67	0	0	78	22
Heritage Boys Ranch Fairfield	67	45	0	0	0
Rush Valley	38	38	13	0	25
ARTEC - Nibley	71	86	71	71	86
ARTEC - Highland	71	71	0	71	26
ARTEC - Belmont	50	83	17	67	67
Odyssey	27	36	10	0	18
Manhattan	25	50	50	75	0
Pine Canyon	43	21	0	50	43
All Homes	49	40	11	36	41

positively to questions regarding number of visits to the home of parents or foster parents, visits from family members at the group home, telephone contact with friends, contact with friends outside the home, and staff contact with parents. Questions were phrased to measure contacts within the last month.

These results should be interpreted with caution as the numbers sampled in each home were small and changes in one or two responses could mean percentage changes of 10 to 20%. However, patterns do emerge.

In keeping with the ARTEC philosophy of working with family, youths in the three programs consistently responded positively in all categories. In Utah Boys Ranch, Sandy, except for telephone contact, access to friends or family appeared poor. The only homes with substantial outside contacts with friends were Manhattan, Nibley ARTEC, and Utah Boys Ranch, Orem. In total, about half of the youths have had some family contact either within the home or through home visits. There was minimal contact with friends except by phone.

E. Youth's Perception of Group Homes

Although the primary aim of the group home may well not be to keep the child "happy", the youths' perception of this environment undoubtedly will often play a role in how effectively he receives treatment. The data shown in these sections surveys some of these attitudes gathered through the JS&A survey and the child's evaluation of the group home experience.

1. Run Aways - One measure of satisfaction with the group home system from the youth's perspective is to review the youth's propensity for running away from his/her home as compared to running away from the current placement. On Tables II.2, 3, and 4 run data are presented. The first indicates, for the total number of residents surveyed, what percentage reported they ran from their parents, and their current program, respectively.

TABLE II.2
Run Rates (Percentage reporting they had previously run from:)

Home	From Parents	From this Program
Utah Boys Ranch	62%	32%
Rush Valley	38	50
Heritage Youth	33	44
<hr/>		
"House Parent" Average	51%	38%
<hr/>		
ARTEC	65%	40%
Odyessy	73	45
Pine Canyon	64	21
Manhattan	**	**
<hr/>		
"Residential Treatment"		
Average	67%	36%
<hr/>		
Overall Average	57%	37%
<hr/>		

Source: JS&A Survey.

** Sample too small for meaningful interpretation.

Table Interpretation: E.G., 62% of those surveyed at Utah Boys Ranch reported that they had previously run away from home.

TABLE II.3
Average Number of Runs (For those who Ran)

Home	From Home	From this Program
Utah Boys Ranch	4.26	3.08
Rush Valley	2.33	1.75
Heritage Youth	4.67	1.50
"House Parent" Average	4.16	2.33
ARTEC	4.54	1.63
Odyessy	6.88	1.20
Pine Canyon	3.78	1.00
Manhattan	**	**
"Residential Treatment"		
Average	4.93	1.38
Overall Average	4.53	1.95

Source: JS&A Survey.

** Sample too small for meaningful comparison.

Table Interpretation: Of those who reported running away from home at Utah Boys Ranch, the average number of reported runs was 4.26 times.

TABLE II.4
Run Rates (No. of Incidents/No. of Respondents)

Home	From Home	From this Program
Utah Boys Ranch	2.65	1.00
Rush Valley	.88	.88
Heritage Youth	1.56	.67
"House Parent Average	2.11	.89
ARTEC	2.95	.65
Odyessy	5.00	.55
Pine Canyon	2.43	.21
Manhattan	**	**
"Residential Treatment"		
Average	3.29	.49
Overall Average	2.60	.72

Source: JS&A Survey.

** Sample too small for meaningful interpretation.

Table Interpretation: The average child at Utah Boys Ranch has run away from home 2.65 times.

The second table indicates of those who reported runs, the average number of times he/she ran. The third table presents the overall incidence of running from the three categories and may best indicate the overall satisfaction with the program since it takes total incidences of running for the surveyed population into account.

Manhattan was excluded from this part of the analysis due to a small sample. (It should be noted that runaways are, at best, an imperfect indicator of program performance, e.g., some homes may seek out and treat runners, other homes may use running as a selection tool to screen out those who cannot cope with the treatment program, etc. A high or low run rate, by itself, is therefore meaningless.)

In comparing the two types of models the following becomes apparent:

- Residential treatment model homes have a larger percentage of youth (67%) who have run away from their parents than houseparent models (51%). In addition, they also ran away more times on the average (4.93 versus 4.16). This is especially true with those youth at Odyssey. The Utah Boys Ranch is the only houseparent model which approaches the run rates for residential treatment homes.
- While the percentage of youth who have run from their current program is nearly equal in both models, the overall incidence is higher in the houseparent model than the residential treatment model. As indicated in Table II.3, the overall incidence is higher in each of the houseparent homes than any of the residential treatment homes.

- Overall, it appears that the houseparent models have more youth which have run from prior programs while the residential treatment homes take more youth who run away from their parents. This difference may be due to the screening functions at the different homes. However, in terms of running away from the current placement, the residential treatment homes are lower than houseparent homes. This can be interpreted as a measure of satisfaction; however, this difference can also be influenced by the relative restrictiveness of each program.

If run rates can be a measure of satisfaction, then in comparing the individual homes, the following statements can be made:

- In the houseparent models, satisfaction is lowest at Rush Valley Boys Ranch. As a percentage, more youths have run from that program than from their parents or prior programs, with the average number of runs per runner increasing also. Overall, Heritage Youth Services, while also experiencing a higher percentage of runs than from parents or prior programs, does show approximately the same level of satisfaction in terms of percent decrease in running as Utah Boys Ranch as indicated on Table II.3. This is due primarily to the decrease in the average number of runs for those who ran.
- In the residential treatment models, ARTEC experiences the lowest level of this measure of satisfaction. This is due to an increase in the percentage running from the program versus prior programs and an increase in the average number of

runs per runner. Although Odyssey also experiences an increase in the percentage running from the program versus prior programs, the significant decrease in the number of runs per runner outweighs the increase. In fact, Odyssey and Pine Canyon are very close in the percentage decrease of running from parents to running from this program.

Caution must be exercised when interpreting these tables in terms of satisfaction. First, the data was gathered only from the youths present. If a large number were AWOL that day, the results there would be distorted. Second, only those youth who had run and were back at the house were counted as runners. Those who did not return were obviously excluded from the analysis. Finally, external differences between homes can account for some bias. For example, Pine Canyon, Rush Valley, and the Birdseye Home of Heritage Youth Services are located away from population centers, possibly decreasing the chances to run. For information, Table II.5 presents the October 1979 through January 1980 group home AWOL's as reported by the program operators, which may also indicate satisfaction .

2. Satisfaction of the Group Home Environment - While analyzing the run tendencies of the survey respondents is one measure of satisfaction, another measure was dealt with in the survey. Two questions were asked concerning the youth's perception of the program in which he/she was currently placed. These questions were:

TABLE II.5
Group Home AWOL's, October - January 1980

Provider	Contract Capacity	October	November	December	January
Utah Boys Ranch (Kearns, Sandy)	33	8	5	5	8
Utah Boys Ranch (Orem)	8	**	0	3	0
Heritage Youth Services	24	**	4	3	11
Pine Canyon Boys Ranch	19	3	2	2	0
Rush Valley Boys Home	12	0	10	0	1
Odyssey Adolescent Unit	12	1	2	1	0
ARTEC	27	4	2	8	3
Manhattan Project	9	1	0	0	0

Source: Youth Corrections Contract Indicator Report.

** Data not available.

- In general, how helpful would you say this program is for you?

(1) Very helpful (2) Somewhat helpful (3) Not helpful

- Has the program provided you with any useful, legitimate skills which will help you in the community?

(1) A lot (2) Some (3) Very little (4) None

As indicated in Table II.6, the respondents from residential treatment homes were far more pleased with their programs as compared to the houseparent models. This was especially true with the Odyssey and the ARTEC programs, with Pine Canyon way below average on this response. In the houseparent models, the Utah Boys Ranch was looked at in the most favorable light, with Heritage second. Rush Valley was looked upon quite unfavorably. On this basis alone, Odyssey, ARTEC and Utah Boys Ranch were the programs providing the most satisfaction to the residents.

Another measure of satisfaction in the survey concerns the learning of useful skills in preparation for leaving the group home. This data is presented in Table II.7. Again, the same difference between the houseparent and the residential treatment models exist as in the first table. The residential treatment models score much higher, with Odyssey and ARTEC leading the way. In the houseparent models, there was very little difference between any of the homes, with nearly 50% of respondents indicating either "a lot" or "some" skills learning at each of the homes.

3. Summary - When analyzing the run rates and the responses to the two questions discussed above, the following conclusions can be drawn:

TABLE II.6
How Helpful is This Program for You ?

Home	Very	Somewhat	Not
Utah Boys Ranch	51.4%	32.4%	16.2%
Rush Valley	37.5	0	62.5
Heritage	47.1	17.6	35.3
Houseparent	48.4	24.2	27.4
ARTEC	75.0	15.0	10.0
Odyssey	100.0	0	0
Pine Canyon	23.1	53.8	23.1
Manhattan	**	**	**
Residential Treatment	65.9	22.7	11.4
Average	55.7%	23.6%	20.7%

Source: JS&A Survey

** Sample too small for meaningful interpretation.

TABLE II.7
Program Provided Any Useful Skills?

Home	A Lot	Some	Very Little	None
Utah Boys Ranch	18.9%	27.0%	16.2%	37.8%
Rush Valley	12.5	37.5	12.5	37.5
Heritage	29.4	17.6	29.4	23.5
Houseparents	21.0	25.8	19.4	33.8
ARTEC	60.0	20.0	5.0	15.0
Odyessy	63.6	36.4	0	0
Pine Canyon	15.4	30.8	23.1	30.8
Manhattan	**	**	**	**
Residential Treatment	47.7	27.3	9.1	15.9
Average	32.1%	26.4%	15.1%	26.4%

Source: JS&A Survey

** Sample too small for meaningful interpretation.

- There appears to be more satisfaction from the youth's perspective with residential treatment models than with houseparent models.
- Of the houseparent models, the Utah Boys Ranch ranks the highest in terms of these measures of satisfaction with Heritage Youth Services second, followed by Rush Valley.
- There are no appreciable differences between houseparent models in terms of skills learned.
- Of the residential treatment models, Odyssey consistently ranks very high in all measures of satisfaction, especially in helpfulness of the program. ARTEC is generally second, followed by Pine Canyon. Manhattan is not reported.

However, when dealing with the youth's perception of satisfaction, one must be concerned with the overall goal of the program. Is the goal to develop the program which is most satisfying to youth or is it to serve as a treatment center which may or may not be concerned with satisfaction? Satisfaction may imply more motivation to be treated, but if the program deals only with satisfaction then treatment may become a secondary feature. It is the purpose of this section to deal only with satisfaction from the youth's perspective. While this may aid in treatment, it cannot be the total picture.

F. Social Climate/Community Linkages

Youth sampled responded to questions designed to measure the degree of "institutionalization" vs "normalization" of the group home setting in which they had been placed. A normalized setting, as contrasted with an institutional one was defined in two dimensions: the social climate in

the group home and the extent to which youths had access ("linkage") to normal community activities and contacts. Social climate was described in the following subdimensions.

- Communication: The degree to which communication with individuals outside of the placement setting is allowed or encouraged;
- Decisionmaking: The amount of control which residents could exercise over their environment, both within and outside of the home.
- Nature of Control: The extent to which residents behavior was controlled through positive means of reward and approval versus negative means such as threats of force, force itself or reducing access to social contacts, e.g., being sent to detention or YDC.
- Child's Perception of Fairness: The degree which residents believed the staff to be fair and consistent in their dealings with the residents.

Community linkage was measured as two subdimensions:

- Independent activities: The extent to which residents could participate in outside activities without being monitored or supervised by staff.
- Supervised activities: The amount of community contacts or activities allowed within the context of staff supervision.

Table II.8 summarizes the extreme in the response patterns to the social climate and a plus sign (+) indicates homes where aggregate responses appeared to be significantly more favorable and a negative sign (-) indicates the homes responding significantly less favorably than the mean or norm of the other homes. This is not intended to be a vigorous statistical depiction of response.

TABLE II.8

Responses to Social Climate Questions

Questions	UTAH BOYS RANCH					HERITAGE BOYS RANCH			ARUEC					Pine Canyon
	Kearns Middle	Kearns West	Kearns East	Sandy	Orem	Birdseye	Fairfield	Rush Valley	Nibley	Highland	Belmont	Odyssey		
Staff members keep you informed		-						-						-
Staff is more concerned with control	-		+				-				+	+		-
Staff will punish kid		-					-					+		
Staff makes changes with- out consulting kid					+	-						+		
Kids reward others for good behavior							-				+			
Kids share in program decision	-										+			
Staff reward kids for good behavior	+			+										
Home split into staff verses kid		-		-	+						+	+		
Kids have own set of rules						+	-	-				+		
Kids punish each other							-							-
Kids help orient new kids														
Staff tells kids he had done well						-	-							

(No Significant Difference)

TABLE II.8 (Continued)

Questions	UTAH BOYS RANCH					HERITAGE BOYS RANCH		Rush	ARTEC				Pine
	Kearns Middle	Kearns West	Kearns East	Sandy	Orem	Birdseye	Fairfield	Valley	Nibley	Highland	Belmont	Odyssey	Canyon
Kids tell you if you mess up				-									
Outside kids look down on program kids		-		+								*	
Kids push each other around		-			+		-					+	-
Kids just down their time				-									
If kid does well other kids say so				-			-		+	+	+		-
Rules are fair				-	+			-				+	
Kids spend alot of time on outside						-		-				+	
Staff help kids get jobs, etc.		+	+	-	+				+				
People on outside don't help kids				-	-								
Kids can plan their own future									+	-	+	+	+
People outside punish kids				+	+		-						-

* Youth's undecided or unsure.

TABLE II.8 (Continued)

Questions	UTAH BOYS RANCH					HERITAGE BOYS RANCH		Rush Valley	Nibley	ARTEC			Pine Canyon
	Kearns Middle	Kearns West	Kearns East	Sandy	Orem	Birdseye	Fairfield			Highland	Belmont	Odyssey	
People outside support kids													
Kids blend into community				-			+						
Kids have different rules for teachers, etc.				-				-	-				
Outside people concerned with control		-	+			-							-
Real friends are hard to find in homes		-											-
Staff deals fairly							-	-			+	+	
Other kids beat you up							-	-					-
I fit in here		-		-	+						+	+	
Total positive (+)	2	1	3	4	8	1	1	0	3	1	10	12	1
Total negative (-)	3	9	0	10	1	4	11	8	2	1	0	1	10

In reviewing the responses to these questions the following general impressions were gained. In three of the homes the responses of the residents were consistently more favorable regarding the social climate and linkages than in the other homes. These were Odyssey Adolescent Center, the Belmont ARTEC for older boys and the Orem Boys Ranch. Indications are that these homes were perceived by the residents as less restrictive, using fewer negative controls and being more fair than the other homes. The less favorable responses were in the Pine Canyon Boys Ranch, Rush Valley Boys Home, Utah Boys Ranch (Sandy), Utah Boys Ranch (Kearns West), and the Heritage Boys Ranch (Fairfield). Manhattan and Mapleton are again excluded from the analysis.

As shown in Table II.9, in all homes in the houseparent model the youth attended public schools (yes denotes the existence of linkages as measured in staff and youth interviews), whereas the residential treatment models tended to have in-house schools. All homes provided for supervised group activities, with the Utah Boys Ranches in Kearns involving the most youths in these types of activities. The Orem Boys Ranch residents, Heritage-Birdseye, and the ARTEC's appeared to be allowing or encouraging the most independence regarding free time and independent activities.

G. Summary

A point-in-time evaluation of a given group home is an inherently inadequate basis to make long-term evaluation of its effectiveness - clearly, a group of outsiders visiting for a day are subject to influences, events, and perceptions that may not be proven out in a more exhaustive series of encounters. While evaluation in an effectiveness sense may be questionable based on these data, we are confident that we have developed generally useful descriptive differentiations among homes.

Among the major observations resulting from the visits are:

Regarding the degree of institutionalization vs. normalization in the group homes, generalization is difficult. There appeared to be

TABLE II.9

Community Linkage

	UTAH BOYS RANCH				HERITAGE BOYS RANCH				ARTEC					Pine Canyon
Activities	Kearns Middle	Kearns West	Kearns East	Sandy	Orem	Birdseye	Fairfield	Rush Valley	Nibley	Highland	Belmont	Odyssey		
Visit Community Parks Independent					Yes				Yes					
Visit Community Parks Supervised	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Visit Community Libraries Independent														
Visit Community Libraries Supervised												Yes		
Attend Church Independent														
Attend Church Supervised	Yes	Yes	Yes	Yes	Yes		Yes							
Participate in Sports Independent					Yes	Yes			Yes					
Participate in Sports Supervised	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Movies Independent					Yes				Yes	Yes		Yes	Yes	
Movies Supervised	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Shopping Independent			Yes						Yes	Yes			Yes	
Shopping Supervised	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	

TABLE II.9 (Continued)

	UTAH BOYS RANCH					HERITAGE BOYS RANCH			ARTEC					Pine
Activities	Kearns Middle	Kearns West	Kearns East	Sandy	Orem	Birdseye	Fairfield	Rush Valley	Nibley	Highland	Belmont	Odyssey	Canyon	
Attend School Events Independent		Yes	Yes		Yes	Yes								
Attend School Events Supervised	Yes	Yes	Yes			Yes		Yes		Yes		Yes		
Public School	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes						
In-House School									Yes	Yes	Yes	Yes	Yes	
Tutoring (Formal)						Yes			Yes	Yes	Yes	Yes	Yes	
Vocational Ed (External to Program)														
Therapy External						Yes	Yes							
Drugs or Alcohol Therapy (Internal to Program)												Yes		
Drugs or Alcohol Therapy External														
Have Paid Jobs in Community						Yes								

greater access to community contacts and community based agencies and facilities in the residential treatment homes than in the houseparent models, although this may be because they tended to be more urban than the houseparent homes. Two of the houseparent models, however, the Heritage Birdseye and Utah Boys Ranch-Orem were as much or more community based than the residential treatment homes. In the Odyssey Adolescent Center, the intense group identification encouraged by the program probably worked against community linkage, although this is perhaps overridden by the positive attitudes expressed, and Pine Canyon because of its rural location and the in-house school was probably the most restrictive of all. Although the Manhattan Project was not included in this initial analysis, it did appear to be achieving its goal of encouraging community linkage. All of the youths there worked or were in public or vocational schools and were engaged in substantial independent activities; supervised activities were minimal.

The atmosphere in the residential treatment homes appeared to be a function of the staff philosophy or theoretical stance whereas in houseparent homes it was most probably related to the personalities of the parents. The three Kearns Utah Boys Ranches and the Sandy one all operated on the same basic policy structure, however, substantial differences were noted regarding youths perception of the program. Youths in the Kearns West and the Sandy program were quite negative towards the program and more limited in their access to the community than in the other two Kearns homes. Youth-expressed attitudes toward the home, responses to the social climate questions and/or AWOL's indicated that Heritage, Fairfield, Rush Valley, Utah Boys Ranches Kearns, West and Sandy were seen most negatively with the Utah Boys Ranch-Orem being most favorably described by the residents. Within the residential treatment houses, Pine Canyon received the most unfavorable comments from the residents with Odyssey and the Belmont ARTEC generating the most positive perceptions in climate and atmosphere.

Facilities and location probably impact on the morale of both staff and residents. Two of the homes receiving negative ratings on the social climate responses, Heritage-Fairfield and Pine Canyon were both isolated in their rural location and also not as comfortable as the other homes in living arrangements and quarters. Rush Valley is extremely isolated geographically, although the facility is adequate. The Utah Boys Ranch facilities and Manhattan were the largest and most comfortable of all the facilities. Those not mentioned are judged adequate.

Finally, the role of the corrections system supporting the facilities deserves mention. In no case did we observe a program where corrections personnel were uniformly playing a significant role in guiding program operations or interacting with staff and children while in placement. This general lack of effective contact provides an opportunity to improve the control and quality of the case management system.

CONTINUED

1 OF 3

III. GROUP HOME HISTORY AND RECIDIVISM COMPARISONS

III. Group Home History and Recidivism Comparisons

A. Methodology

1. Snapshot

The "snapshot" is based on a computer listing of all children in Youth Corrections placement as of the arbitrary date of January 21, 1980. The snapshot database was established by combining the Court records and Social Service payment/placement records for a sample of 496 total youth. The data arrayed includes sociodemographic information, family and school information (often of questionable quality), criminal histories beginning in 1970, and placement histories beginning at first LFS encounter. The information presented here is a digest of a large number of tables, primarily relating to children in group care. Other system-wide snapshot tables are presented in Appendix A. For reference purposes, Appendix C contains a group homes detail snapshot. Crime type and frequency definitions are discussed below.

2. History

In addition to the group homes snapshot, payment and criminal histories on 968 admissions to group homes from 1975-1979 were assembled from Social Service and Court records. A cut off date of March 31, 1979 on admissions was observed to permit at least partial observation of post-release activity. These were correlated to juvenile court records to provide a comprehensive history of children moving through group care in the period.

To supplement overall criminality data, several placement cohorts were examined:

- Length of stay (LOS) was broken down into less than 30, 30 to 180, and 180+ day intervals to facilitate analysis of

the segments of the child population who were presumably "runners", "normal stayers", and "long termers".

- "Lightweights" - This cohort represents males with an offense history showing nothing more serious than status or other crimes (i.e., all females and all males with felonies and personal misdemeanors are excluded).
- Personal Felons - This cohort includes males with at least one referral for a personal felony prior to admission to the group home.
- "Frequent" - The frequent cohort consists of all males with a crime rate higher than 10 per 1,000 days prior to admission.
- "Multi Placement" - This cohort consists of males with more than 2 institutional or foster care placements prior to entering group home care.

It should be noted that none of the above cohorts are mutually exclusive, e.g., the same individual may be both lightweight and frequent. Rather, they represent alternative ways of stratifying the population.

3. Crime Types

Crimes were aggregated into 6 general categories for analysis. In decreasing order of severity these are:

Type I Life endangering felonies: murder, manslaughter,
"Pers 1 & 2" rape, aggravated sexual assault, forcible sodomy,
 aggravated robbery, aggravated assault, arson,
 possession of narcotics or drugs for sale, forced
 escape from an institution.

Type II Felonies against persons: auto homicide, unlawful
"Pers 3" sex, kidnapping, assault, selling marijuana, carrying
 a concealed firearm, destruction of property using
 flammables or explosives.

Type III Felony property offense: burglary, theft, shop
"Prop Fel" lifting, forgery.

Type IV Misdemeanors against persons: negligent homicide,
"Pers Msd" extortion, assault, use of narcotics or drugs, present
 where narcotics being used, glue sniffing,
 fornication, sodomy, prostitution, indecent acts in
 public, carrying a concealed weapon.

Type V All other criminal code offenses (other than
"Other Cr." status): trespassing, burglary of a vehicle, damage
 by arson, receiving stolen property, theft under \$100
 value, joyriding, passing bad check, destruction of
 property, public intoxication, contempt of court,
 escape from custody.

Type VI Status offenses (acts illegal for juveniles only):
"Status" possession and use of alcohol or tobacco, truancy,
 curfew violation, running away, ungovernable.

All crime data shown are related to admitted or adjudicated referrals. Non adjudicated incidents are ignored. Dates are based on the date of the referral which, according to Youth Corrections sources, is almost always within a few days of the crime date.

4. Crime Rate Computation

Crimes rates were defined in the study as follows:

"Pre" Admitted/Adjudicated Referrals dated in the 365 days
 prior to program placement date

"During" Admitted/Adjudicated Referrals dated from program entry date to program exit date as established by DFS payment records. Breaks in placement of less than 30 days (with no change in provider) were considered a single admission. Whenever the vendor number for a case changed, a new admission was computed.

"Gross Post Placement Rate" Admitted/Adjudicated Referrals from program exit date to the earliest date of the following:

1. File cut off date (= Jan 21, 1980)
2. 18th birthday
3. one year from exit date

"Post Rate at Risk" Admitted/Adjudicated from program exit date to the earliest date of the following:

1. Cut off date (= Jan. 21, 1980)
2. 18th birthday
3. Reentry date to one of the following:
 - YDC observation
 - YDC regular commitment
 - Alternative program
 - Corrections group home program
4. One year from exit date

Only children with a post period of 30 days or more were used in "post at risk" calculations. Admitted/Adjudicated rates were normalized to a crimes per 1,000 day basis. Groupings of rates are based on weighted averages.

B. Snapshot and History Comparisons

The tables included in this section profile the children in group home placement from the snapshot and the history data sources discussed above. Where appropriate, they are sorted into:

Parenting Homes:

Utah Boys Ranch (all locations)
Heritage (Fairfield and Birdseye)
Rush Valley

Residential Treatment Homes:

Manhattan
Odyssey
ARTEC (all locations)
Pine Canyon

In some cases, placement data was available by location, in others, it was available only by contract, causing e.g., Heritage data for both homes to be aggregated. Included with each table are comments and interpretative notes where appropriate.

III.1: GROUP HOME SNAPSHOT PLACEMENT BY AGE PROFILE

Placement	Mean Age	N
Manhattan	16.8	8
Rush Valley	15.6	10
Pine Canyon	15.5	17
Odyssey	15.5	6
Artec	15.4	30
Utah Boys Ranch	15.0	45
Heritage Youth Services	14.8	19
Total Parenting Homes	15.0	74
Total Residential	15.6	61

Comment: • Age of enrollee placement was often reported as a screening criterion by the group homes. Snapshot sample means show preference for older children by residential homes (Artec, Odyssey, Manhattan, Pine Canyon) and for younger children by parenting homes.

III.2: GROUP HOME SNAPSHOT PLACEMENT BY SEX AND RACE

Provider	<u>SEX</u>		N
	Male	Female	
Utah Boys Ranch	45	0	45
Artec	19	11	30
Odyssey	5	1	6
Manhattan	6	2	8
Pine Canyon	17	0	17
Rush Valley	10	0	10
Heritage Youth Services	<u>19</u>	<u>0</u>	<u>19</u>
TOTAL	121	14	135
%	89.6%	10.4%	100.0%

Provider	<u>RACE</u>					N
	No Data	White	Black	Indian	Spanish	
Utah Boys Ranch	1	41	1	0	2	45
Artec	2	24	1	0	3	30
Odyssey	0	6	0	0	0	6
Manhattan	0	8	0	0	0	8
Pine Canyon	0	15	0	1	1	17
Rush Valley	2	7	0	0	1	10
Heritage Youth Services	<u>2</u>	<u>15</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>19</u>
TOTAL	7	116	2	2	8	135
%	5.2%	85.9%	1.5%	1.5%	5.9%	100%

Comment: • The female population percentage on Jan. 21, 1980 (10.4%) is approximately the same as in the history admissions sample (111 of 968 admissions or 11.5%) and is located only in residential model homes.
 • The group homes appear to have substantially lower concentration of minority groups than more secure levels of the system (see Appendix A).

III.3: WORST ADMITTED/ADJUDICATED REFERRAL (GROUP HOMES SNAPSHOT)

Current Placement	None/ No Record	Referral Type					Status	Dpn & Negl	N
		Pers 1&2	Pers 3	Prop Fel	Pers Msd	Other Cr			
Utah Boys Ranch	.0%	4.4%	4.4%	46.7%	2.2%	28.9%	11.1%	2.2%	45
Artec	3.3	3.3	3.3	33.3	3.3	40.0	10.0	3.3	30
Odyssey	.0	.0	.0	83.3	.0	16.7	.0	.0	6
Manhattan	.0	25.0	.0	25.0	.0	37.5	12.5	.0	8
Pine Canyon	.0	11.8	.0	64.7	.0	17.6	.0	5.9	17
Rush Valley	.0	.0	.0	40.0	20.0	10.0	.0	30.0	10
Heritage	.0	.0	5.3	31.6	26.3	26.3	5.3	5.3	19

Comments: ● Pine Canyon and Odyssey shows the greatest fraction of felons.
 ● Rush Valley and Artec placements appear to have the lightest criminal records as measured by worst referral.

III.4: DISTRIBUTION OF ALL PRIOR ADMITTED/ADJUDICATED REFERRALS (GROUP HOMES SNAPSHOT)

Current Placement	Ever Been Referred For					Status	Dpn & Negl	Ever on Probation	N
	Pers 1&2	Pers 3	Prop Fel	Pers Msd	Other Cr				
Utah Boys Ranch	2 4.4%	2 4.4%	25 55.6%	6 13.3%	38 84.4%	30 66.7%	20 44.4%	25 55.6%	45
Artec	1 3.3%	1 3.3%	12 40.0%	2 6.7%	23 76.7%	16 53.3%	10 33.3%	12 40.0%	30
Odyssey	0 .0%	0 .0%	5 83.3%	0 .0%	5 83.3%	6 100.0%	3 50.0%	2 33.3%	6
Manhattan	2 25.0%	1 12.5%	3 37.5%	0 .0%	7 87.5%	7 87.5%	4 50.0%	3 37.5%	8
Pine Canyon	2 11.8%	0 .0%	12 70.6%	1 5.9%	16 94.1%	10 58.8%	7 41.2%	13 76.5%	17
Rush Valley	0 .0%	0 .0%	4 40.0%	2 20.0%	6 60.0%	3 30.0%	5 50.0%	3 30.0%	10
Heritage	0 .0%	1 5.3%	6 31.6%	6 31.6%	15 78.9%	9 47.4%	10 52.6%	11 57.9%	19

Comments: • Distribution of all prior referrals shows similar pattern to the worst referral distribution (see III.3). Note that Pine Canyon population shows greatest fraction of children with a probation history. Artec and Rush Valley show lowest fraction with a probation record.

III.5: LAST INSTITUTIONAL PLACEMENT (GROUP HOME SNAPSHOT)

Current Placement	Utah Boys R.	Artec	Manhattan	Rush Valley	Heritage	Other G.H.	YDC Cont.	YDC Obsv.	CATY Alt.	Foster Care	Home/No Record	N
Utah Boys Ranch	11.1%	2.2%	.0%	8.9%	.0%	2.2%	2.2%	2.2%	.0%	26.7%	44.5%	45
Artec	.0	6.7	.0	.0	.0	10.0	.0	.0	.0	16.7	66.6	30
Odyssey	.0	.0	.0	.0	.0	.0	.0	.0	.0	16.7	83.3	6
Manhattan	.0	.0	12.5	.0	.0	12.5	.0	.0	12.5	12.5	50.0	8
Pine Canyon	11.8	5.9	.0	5.9	.0	11.8	.0	23.5	5.9	5.9	29.3	17
Rush Valley	.0	.0	.0	10.0	10.0	.0	.0	.0	.0	40.0	40.0	10
Heritage	.0	.0	.0	5.3	5.3	5.3	.0	.0	5.3	42.1	36.7	19

Comments:

- Table columns show the last institutional placement for each child. Children with prior placement in "home/no record" are presumably new to the institutional corrections system and in their first placement.
- Pine Canyon has the largest fraction of snapshot children with prior institutional experience in comparison to other group homes. Pine Canyon also takes the largest number of children with YDC and CATY backgrounds.
- Artec, Odyssey, and Manhattan populations have the "lightest" preplacement history.

III.6: ALL PRIOR PLACEMENTS DISTRIBUTION (GROUP HOMES SNAPSHOT)

Current Placement	Home/No Record	YDC Obsv.	YDC Reg.	CATY	Foster Care	Group Home	N
Utah Boys Ranch	44%	4%	2%	0	31%	27%	45
Artec	67%	0	0	0	23%	23%	30
Odyssey	83%	0	0	0	17%	0	6
Manhattan	50%	13%	0	25%	25%	38%	8
Pine Canyon	29%	24%	0	6%	35%	41%	17
Rush Valley	40%	0	0	0	50%	20%	10
Heritage	37%	0	0	11%	47%	16%	19

Comments: • Categories are not mutually exclusive., e.g., of 45 placements at Utah Boys Ranch, 44% have no prior record, 4% have experience at YDC Obs., 2% at YDC Reg., 31% in foster care, 27% in another group home, etc.

III.7: TOTAL PRIOR PLACEMENT FREQUENCY (GROUP HOMES SNAPSHOT)

Current Placement	Number of Placements Prior to Current Placement (All Types)								N	Avg.
	0	1	2	3	4	5	6	16		
Utah Boys Ranch	20	16	6	2	0	1	0	0	45	0.9
Artec	20	4	4	1	0	0	1	0	30	0.7
Odyssey	5	1	0	0	0	0	0	0	6	0.2
Manhattan	4	0	0	2	1	0	0	1	8	3.3*
Pine Canyon	5	7	2	1	0	1	1	0	17	1.5
Rush Valley	4	2	2	2	0	0	0	0	10	1.2
Heritage	7	7	4	1	0	0	0	0	19	0.9

Comments: * The Manhattan average is heavily affected by an individual with 16 prior placements.
 • Pine Canyon shows the greatest average number of prior placements per child; neglecting the Manhattan "outlier."

III.8: HISTORICAL PRE/DURING/POST CRIME RATES - RESIDENTIAL AND PARENTING MODELS

(RATE PER 1000 DAYS)

	1 Year Prior		During		Gross Post	
	Rate	% Felonies	Rate	% Felonies	Rate	% Felonies
<u>Residential</u>						
FY 76	9.3	20%	4.0	19%	5.7	32%
FY 77	9.7	29	7.9	49	4.5	25
FY 78	7.1	23	4.0	32	3.8	26
FY 79 (3 quarters)	8.1	25	2.3	26	4.3	27
Overall	8.2	24%	4.1	35%	4.4	27%
<u>Parenting</u>						
FY 76	7.6	23%	3.2	16%	3.6	24%
FY 77	9.5	24	4.7	18	5.2	26
FY 78	9.3	26	5.7	20	6.0	27
FY 79 (3 quarters)	9.4	23	7.3	15	7.8	28
Overall	9.1	25%	5.4	18%	5.9	27%

- Comments:
- Pre Rates Felony percentage is constant and undifferentiated between residential and parenting group homes.
 - During Rates Residential placements generally commit felonies at both a relatively and absolutely higher rate during placement. Rate appears to be heavily influenced by Pine Canyon (see III.11 and III.14).
 - Post Rates Overall recidivism is trending upward in parenting homes.
 - General Both models show same basic trends although parenting homes have consistently higher absolute crime rates.

III.9: HISTORICAL CRIME INCIDENCE FOR RESIDENTIAL VERSUS

HOUSE PARENT MODELS OF GROUP HOMES

	Entrant's Number of		365 Days		During		Gross
	Admitted/Adjudicated		Pre-Entry		Stay		Post
	Non-Status Crimes		(Percent)				Placement
<u>Residential</u>	None	113	30%	295	78%	244	65%
	One	73	19	41	11	53	14
	Two	69	18	18	5	34	9
	Three	41	11	8	2	20	5
	Four	25	7	6	2	7	2
	Five	21	6	4	1	8	2
	Six	9	2	2	1	4	1
	Seven +	26	7	3	1	7	2
	Total	377	100%	377	100%	377	100%
<u>Parenting</u>	None	172	29%	393	66%	284	48%
	One	97	16	107	18	110	19
	Two	85	14	49	8	75	13
	Three	73	12	20	3	34	6
	Four	53	9	8	2	38	6
	Five	25	4	3	1	14	2
	Six	29	5	2	1	12	2
	Seven +	57	10	9	2	24	4
	Total	591	100%	591	100%	591	100%

- Comments:
- Parenting homes take a slightly higher incidence of acute criminality (4 or more crimes in the year prior to admission).
 - Residential homes show a high percentage of admissions who are crime free both during and after treatment. Some of this favorable trend may be the result of in-house shools, older children, and a 29% female cohort (see III.14).

III.10: HISTORICAL LENGTH OF STAY RESIDENTIAL AND PARENT MODELS

	LOS < 30 Days		LOS 31-180 Days		LOS > 180 Days		TOTAL	
	Percent of Entrants	Average Length of Stay (Days)	Percent of Entrants	Average Length of Stay (Days)	Percent of Entrants	Average Length of Stay (Days)	Percent of Entrants	Average Length of Stay (Days)
<u>Residential</u>								
FY 76	10%	16	58%	84	32%	332	100%	156
FY 77	20	17	41	99	39	300	100	161
FY 78	16	12	44	92	39	281	100	153
FY 79 (3 Qtrs)	<u>21</u>	<u>11</u>	<u>54</u>	<u>97</u>	<u>26</u>	<u>261</u>	<u>100</u>	<u>121</u>
Overall	18%	13	50%	93	32%	287	100%	143
<u>Parenting</u>								
FY 76	18%	17	45%	98	36%	358	100%	181
FY 77	18	18	48	89	35	365	100	173
FY 78	17	17	49	97	34	305	100	155
FY 79 (3 Qtrs)	<u>20</u>	<u>16</u>	<u>55</u>	<u>97</u>	<u>25</u>	<u>288</u>	<u>100</u>	<u>130</u>
Overall	18%	17	50%	95	32%	323	100%	156

Comments: • Both models split identically into 18%/50%/32% cohorts although the average length of stay for parenting models is some 9% higher than for residential.
 • Parenting LOS is more markedly declining than is residential (note FY79 data may under-represent the long stayers since, presumably, some had not yet been released at time of sample).

III.11: LENGTH OF STAY PRE/DURING/POST DETAILS TOTAL HISTORY SAMPLE

(Gross Post Placement)

Home	Length of Stay < 30								Length of Stay 31-180						Length of Stay > 180					
	Total Entrants	N	% of Total	Rate Per 1000	Days Ave.	Post	LOS	N	% of Total	Rate Per 1000	Days Ave.	Post	LOS	N	% of Total	Rate Per 1000	Days Ave.	Post	LOS	
<u>Residential</u>																				
Artec	131	23	18%	6.6	-0-	3.3	15	63	48%	6.7	1.9	3.3	90	45	34%	7.9	2.0	3.7	274	
Manhattan	53	5	9	4.4	-0-	.6	15	41	77	7.5	1.2	1.4	83	7	13	5.5	-0-	2.0	302	
Odyssey	52	17	33	8.2	-0-	4.1	6	22	42	7.0	2.0	3.6	91	13	25	11.0	.3	.6	281	
Pine Canyon	141	21	15	6.9	55.6	6.1	15	61	43	9.9	12.0	7.0	104	59	42	10.5	4.9	7.0	296	
Total	377	66	18%	6.9	20.2	4.2	13	187	50%	8.0	5.4	4.2	93	124	32%	9.3	3.1	4.9	287	
<u>Parenting</u>																				
Kearns(UBR)	157	29	18%	8.2	41.3	7.1	16	76	48%	9.7	8.3	6.7	103	52	33%	10.2	4.4	5.0	351	
Mapleton(UBR)	50	8	16%	8.9	-0-	13.4	15	31	62	10.8	11.1	6.4	99	11	22	6.5	4.3	1.8	272	
Orem(UBR)	52	12	23%	13.7	21.3	5.7	16	30	58	10.0	6.1	7.7	71	10	19	7.4	3.3	10.0	271	
Sandy(UBR)	42	8	19%	14.7	15.6	8.4	16	17	40	10.3	6.8	7.1	87	17	40	7.6	1.7	4.8	275	
Heritage	211	36	17%	10.9	31.0	8.2	20	108	51	8.2	10.9	6.0	103	67	32	7.7	4.0	3.7	317	
Rush Valley	79	12	15%	4.6	-0-	3.5	16	32	41	8.1	2.4	3.7	77	35	44	9.2	.5	2.9	350	
Total	591	105	18%	9.9	26.2	7.5	17	294	50%	9.2	8.9	6.2	95	192	32%	8.6	3.2	4.2	323	

- Comments:
- LOS < 30. It is not clear whether a higher percentage of entrants who stay less than 30 days represents a high incidence of runners, poor screening techniques, or a program that is consciously taking risks. The low extremes are Mapleton and Sandy (Utah Boys Ranch) and Manhattan. Odyssey has highest fraction of short stays. High "during" crime rates are consistent with runners getting into trouble.
 - Pine Canyon: Has much higher during and post rates in comparison to other residential treatment programs.
 - Average "pre" crime rates do not appear to systematically predict how long a child will stay.
 - Increased L.O.S. appears favorably correlated with reduced gross post crime rates in parenting homes, appears uncorrelated in residential models. Apparently children who stay a relatively long time in parenting homes are more "settled down" when they leave relative to their counterparts in residential care.

III.12: LENGTH OF STAY PRE/DURING/PCST TOTAL GROUP HOMES

Fiscal Year	Youth Entering Program	Pre-Placement	During Placement	Gross Post Placement	ALCS
1976	145	8.31	3.51	4.38	171.10
1977	179	9.54	5.68	5.03	169.25
1978	345	8.53	5.11	5.29	154.16
1979	299	8.77	5.01	6.14	125.59
Overall	968	8.76	4.93	5.32	150.66
<u>< 30 TOTAL</u>					
1976	21	8.61	19.89	5.58	16.76
1977	33	5.65	17.09	4.35	17.73
1978	57	10.53	30.93	6.88	15.32
1979	60	8.81	24.27	6.96	13.73
Overall	171	8.75	24.30	6.25	15.40
<u>31 - 180 TOTAL</u>					
1976	73	8.33	4.20	4.13	91.41
1977	81	9.17	8.85	5.71	92.04
1978	164	8.34	8.39	5.10	95.23
1979	163	9.03	7.54	6.40	96.82
Overall	481	8.71	7.56	5.45	94.65
<u>> 180 TOTAL</u>					
1976	51	8.17	2.92	4.16	348.71
1977	65	11.97	4.31	4.54	342.38
1978	124	7.87	3.11	4.68	295.91
1979	76	8.18	2.34	3.58	275.61
Overall	316	8.83	3.18	4.40	309.11

III.13: MALE COHORT PRE/DURING/POST CRIME RATES RESIDENTIAL AND PARENT MODELS

	N	% of Total Males Entrants	Pre	During	Gross Post Placement	% at Risk	Post Rate at Risk
<u>Residential Homes</u>							
Lightweight	83	33%	7.41	3.89	5.20	81%	5.2
Personal Felons	24	9%	14.95	4.05	7.14	67%	4.7
Frequent	104	39%	17.33	5.66	7.50	71%	7.1
Multi-Placement	134	50%	9.77	8.19	6.94	72%	6.2
<u>Parenting Homes</u>							
Lightweight	234	40%	7.24	5.69	5.92	79%	5.1
Violent	32	5%	12.67	4.20	7.46	81%	6.4
Frequent	220	37%	18.17	6.53	7.84	74%	7.3
Multi-Placement	355	60%	9.27	7.28	7.54	71%	7.0
<u>All Homes</u>							
Lightweight	322	38%	7.28	5.10	5.75	80%	5.1
Violent	56	7%	13.65	4.15	7.33	75%	5.8
Frequent	324	38%	17.90	6.24	7.74	73%	7.2
Multi-Placement	489	57%	9.4	7.55	7.39	71%	6.8

Comments:

- Parenting homes take a larger ratio of "lightweight" record and "multi-placement" admissions in proportion to total males admitted. "Frequent" males show approximately the same proportions in both models. Residential homes take higher percentage of personal felons. Cohort pre-rates are similar for both models.
- "During" rates are higher in most cases in the parent models.
- Between the two models, lower variances exist in gross cohort post rates than in the during period although the parenting homes, as a group, show slightly worse gross post rates for each cohort.
- Percentages of admissions who entered the "at risk" period (i.e., were out at least 30 days) are similar with the exception of personal felons who may have done worse when released from the residential homes than their parenting counterparts.
- Post rates at risk follow a similar pattern to gross rates although residential homes apparently are related to greater rate reduction in personal felons in the "at risk" period.

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: All Group Homes Summary

Total Program Statistics

Fiscal Year	Total Youth Entering Program	Comparative Crime Rates/1000 Days			ALOS
		Pre- Placement	During Placement	"Gross" Post Placement	
1976					
1977					
1978					
1979					
Total	968	8.76	4.93	5.32	151.00

		No. Out 30 Days	(%)	Post Rate At Risk
Total Program		756	(78%)	4.4

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	111	101	(91%)	2.1
All Males	857	655	(76%)	4.8

Male Cohorts	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	322 38%				259	(80%)	5.1
Personal Felons	56 7%				42	(75%)	5.8
Frequent	324 38%				237	(73%)	7.2
Multi-Placement	489 57%				346	(71%)	6.8

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: All Parenting

Total Program Statistics

Fiscal Year	Total Youth Entering Program	Comparative Crime Rates/1000 Days			ALOS
		Pre- Placement	During Placement	"Gross" Post Placement	
1976					
1977					
1978					
1979					
Total	591	9.10	5.40	5.85	156.00

		No. Out 30 Days	(%)	Post Rate At Risk
Total Program		451	(76%)	4.9

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	0	N/A	N/A	N/A
All Males	591	451	(76%)	4.9

Male Cohorts	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	234 (40%)	7.2	5.7	5.9	186	(79%)	5.1
Personal Felons	32 (5%)	12.7	4.2	7.5	26	(81%)	6.4
Frequent	220 (37%)	18.2	6.5	7.8	163	(74%)	7.3
Multi-Placement	355 (60%)	9.3	7.3	7.5	250	(71%)	7.0

III.14: Program Detail Pre/During/Post By Fiscal Year and Selected Cohorts

Program: Heritage (Birdseye and Fairfield)

Fiscal Year	Comparative Crime Rates/1000 Days				
	Youth Entering Program	Pre- Placement	During Placement	"Gross" Post Placement	ALOS
1976	35	7.67	2.85	3.96	200.57
1977	44	8.53	6.70	6.14	156.14
1978	80	9.32	7.56	5.43	155.45
1979	52	7.80	10.01	7.68	128.71
Total	211	8.50	6.87	5.78	156.49
					No. (%) Out 30 Days
					Post Rate At Risk
Total Program					157 (74%) 4.4

Cohort Statistics

Cohort	Total Entering	No. (%) Out 30 Days	Post Rate At Risk
All Females	-0-	N/A	N/A
All Males	211	157 (74%)	4.4

Male Cohort	Total Entering % of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. (%) Out 30 Days	Post Rate At Risk
Lightweight	79 (37%)	7.39	7.89	6.39	64 (81%)	4.4
Violent	7 (3%)	13.70	4.48	3.26	7 (100%)	3.4
Frequent	66 (31%)	19.39	10.12	8.26	50 (76%)	7.3
Multi-Placement	120 (57%)	8.49	9.75	7.74	82 (68%)	7.0

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Kearns (853) (UBR)

Total Program Statistics

Fiscal Year	Comparative Crime Rates/1000 Days				
	Total Youth Entering Program	Pre- Placement	During Placement	"Gross" Post Placement	ALOS
1976	26	8.54	6.27	5.27	165.55
1977	50	9.92	5.06	5.30	185.76
1978	37	9.85	6.10	6.91	186.05
1979 (Partial)	44	9.71	8.08	7.82	137.84
Total	157	9.62	6.22	6.24	169.07

		No. (%) Out 30 Days	Post Rate At Risk
Total Program		124 (79%)	5.6

Cohort Statistics

Cohort	Total Entering	No. (%) Out 30 Days	Post Rate At Risk
All Females	0		
All Males	157	124 (79%)	5.6

Male Cohorts	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. (%) Out 30 Days	Post Rate At Risk
Lightweight	66 (42%)	7.43	7.65	6.92	55 (83%)	6.7
Personal Felons	7 (4%)	15.26	.80	3.03	6 (86%)	3.7
Frequent	67 (43%)	17.50	6.46	9.23	46 (69%)	7.9
Multi-Placement	97 (62%)	9.91	8.39	7.97	70 (72%)	7.8

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Mapleton (854) (UBR)

Total Program Statistics

Fiscal Year	Total Youth Entering Program	Comparative Crime Rates/1000 Days			ALOS
		Pre- Placement	During Placement	"Gross" Post Placement	
1976					
1977					
1978	30	8.40	7.39	5.21	144.30
1979 (Partial)	20	11.23	8.05	9.37	93.15
Total	50	9.53	7.59	6.70	123.84

	No. Out 30 Days	(%)	Post Rate At Risk
Total Program	39	(78%)	5.5

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	-0-	N/A	(N/A)	N/A
All Males	50	39	(78%)	5.5

Male Cohorts	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	21 (42%)	8.48	6.77	5.29	17	(94%)	5.2
Personal Felons	3 (5%)	10.05	2.72	11.87	-0-	-0-	N/A
Frequent	26 (43%)	16.12	2.21	7.50	21	(81%)	7.4
Multi-Placement	30 (49%)	9.32	1.59	5.84	26	(87%)	4.4

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Orem UBR (855)

Fiscal Year	Youth Entering Program	Pre- Placement	During Placement	"Gross" Post Placement	ALOS
1976					
1977					
1978	34	9.67	3.95	7.72	96.71
1979	18	11.57	7.51	6.94	96.22
Total	52	10.33	5.18	7.47	96.54

	No. Out 30 Days	(%)	Post Rate At Risk
Total Program	33	(63%)	6.6

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	-0-	N/A		N/A
All Males	52	33	(63%)	6.6

Male Cohort	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	19 (37%)	6.49	1.64	4.82	11	(58%)	4.8
Violent	5 (10%)	11.51	13.06	19.65	3	(60%)	24.0
Frequent	22 (42%)	9.43	7.83	9.86	16	(73%)	11.2
Multi-Placement	35 (67%)	10.80	6.75	8.56	21	(60%)	8.7

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Sandy UBR (856)

Fiscal Year	Youth Entering Program	Pre- Placement	During Placement	"Gross" Post Placement	ALOS
1976					
1977					
1978	28	10.96	3.83	6.85	149.29
1979	14	8.22	1.90	5.70	150.21
Total	42	10.05	3.18	6.54	149.60

	No. Cut 30 Days	(%)	Post Rate At Risk
Total Program	35	(83%)	6.0

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	-0-	N/A		N/A
All Males	42	35	(83%)	6.0

Male Cohorts	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	14 (33%)	5.48	2.21	4.49	14	(100%)	4.6
Violent	4 (10%)	10.96	15.08	15.95	2	(50%)	15.3
Frequent	16 (38%)	18.15	6.70	8.32	13	(81%)	9.6
Multi-Placement	22 (52%)	10.59	2.83	3.20	17	(77%)	8.2

Parenting Home Comments:

LOS - UBR (Orem) shows a markedly shorter average length of stay than the other parenting homes, Rush Valley shows highest LOS.

Pre-entry Crime Rates - is lowest for Rush Valley, highest for UBR Sandy and Orem. Heritage and Rush Valley take relatively fewer of the "frequent" cohort than all UBR locations and relatively fewer of the "multi-placement cohort" than all but one of the four UBR locations.

During Placement Crime Rates - Rush Valley is by far the most successful.

Post Placement Males who stay out at least 30 days - are the smallest fraction at UBR Orem.

Post Placement Crime Rates - are higher on both a gross and time at risk basis for all UBR locations in comparison to Heritage and Rush Valley. Rush Valley shows lowest overall post rates.

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: All Residential

Total Program Statistics

Fiscal Year	Comparative Crime Rates/1000 Days				
	Total Youth Entering Program	Pre-Placement	During Placement	"Gross" Post Placement	ALOS
1976					
1977					
1978					
1979					
Total	377	8.22	4.12	4.36	143.00

	No. Out 30 Days	(%)	Post Rate At Risk
Total Program	305	(81%)	3.6

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	111	101	(91%)	2.1
All Males	266	204	(77%)	4.6

Male Cohorts	Total Entering (% of All Males)	Pre-Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	88 (33%)	7.4	3.9	5.2	72	(81%)	5.2
Personal Felons	24 (9%)	15.0	4.1	7.1	16	(67%)	4.7
Frequent	104 (39%)	17.3	5.7	7.5	74	(71%)	7.1
Multi-Placement	134 (50%)	9.8	8.2	6.9	96	(72%)	6.2

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Artec (852)

Total Program Statistics

Fiscal Year	Comparative Crime Rates/1000 Days				
	Total Youth Entering Program	Pre-Placement	During Placement	"Gross" Post Placement	ALOS
1976	22	9.59	1.61	3.78	84.50
1977	Data Missing				
1978	49	5.14	2.15	3.08	161.55
1979 (Partial)	60	7.76	1.74	3.58	143.35
Total	131	7.09	1.90	3.40	140.27

	No. Out 30 Days	(%)	Post Rate At Risk
Total Program	121	(92%)	2.9

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	68	66	(96%)	2.6
All Males	61	55	(90%)	3.4

Male Cohorts	Total Entering (% of All Males)	Pre-Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	18 (30%)	7.00	1.58	5.29	17	(94%)	5.2
Personal Felons	3 (5%)	10.05	2.72	11.87	-0-	-0-	N/A
Frequent	26 (43%)	16.12	2.21	7.50	21	(81%)	7.4
Multi-Placement	30 (49%)	9.32	1.59	5.84	26	(87%)	4.4

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Manhattan (872)

Fiscal Year	Youth Entering Program	Comparative Crime Rates/100 Days			ALOS
		Pre- Placement	During Placement	"Gross" Post Placement	
1976	9	7.91	-0-	-0-	125.33
1977	12	8.22	-0-	1.23	147.42
1978	14	5.48	2.65	1.72	81.00
1979	18	6.70	.63	1.58	87.67
Total	53	6.93	.71	1.38	105.30

	No. Out 30 Days	(%)	Post Rate At Risk
Total Program	42	(79%)	1.4

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	22	17	(77%)	0.8
All Males	31	25	(81%)	1.8

Male Cohorts	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	8 (26%)	6.16	-0-	.53	7	(88%)	0.6
Violent	6 (19%)	12.33	-0-	1.73	5	(83%)	2.1
Frequency	11 (35%)	16.44	-0-	1.44	8	(73%)	1.6
Multi-Placement	12 (39%)	9.36	-0-	.75	10	(83%)	1.0

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Odyssey (875)

Fiscal Year	Youth Entering Program	Comparative Crime Rates/1000 Days			ALOS
		Pre- Placement	During Placement	"Gross" Post Placement	
1976					
1977					
1978	18	8.52	1.40	2.73	118.72
1979	34	8.30	.55	3.75	106.41
Total	52	8.38	.87	3.41	110.67

	No. Out 30 Days	(%)	Post Rate At Risk
Total Program	45	(87%)	3.6

Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	20	18	(90%)	1.2
All Males	32	27	(84%)	6.2

Male Cohorts	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	13 (25%)	9.27	1.53	10.67	10	(77%)	12.9
Violent	3 (6%)	30.14	-0-	-0-	0	(-0-)	N/A
Frequent	11 (21%)	19.68	-0-	6.55	10	(91%)	9.5
Multi-Placement	14 (27%)	8.41	-0-	5.42	12	(86%)	7.8

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Pine Canyon(876)

Fiscal Year	Youth Entering Program	Pre- Placement	During Placement	"Gross" Post Placement	ALOS
1976	29	9.54	5.33	8.34	219.86
1977	47	10.08	9.72	5.40	164.11
1978	36	9.51	7.12	6.26	187.22
1979	29	9.45	6.38	7.69	113.55
Total	141	9.70	7.38	6.76	171.08

No.	(%)	Post Rate
Out 30 Days		At Risk

Total Program	97	(69%)	5.8
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Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	-0-	N/A		N/A
All Males	141	97	(69%)	5.8

Male Cohorts	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	49 (35%)	7.27	5.44	4.67	38	(78%)	4.5
Violent	12 (9%)	13.70	6.94	9.40	6	(50%)	17.8
Frequent	56 (40%)	17.61	8.61	8.41	35	(63%)	8.3
Multi-Placement	78 (55%)	10.26	11.89	8.34	48	(62%)	7.9

III.14: Program Detail, Pre/During/Post by Fiscal Year and Selected Cohorts

Program: Rush Valley (879)

Fiscal year	Youth Entering Program	Comparative Crime Rates/1000 Days			ALOS
		Pre- Placement	During Placement	"Gross" Post Placement	
1976	24	6.51	.73	1.21	171.62
1977	26	10.12	.86	3.71	179.04
1978	19	6.34	.97	3.20	217.89
1979	10	9.86	.50	9.76	200.60
Total	79	8.08	.80	3.32	188.86

No.	(%)	Post Rate
Out 30 Days		At Risk

Total Program	124	(79%)	5.6
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Cohort Statistics

Cohort	Total Entering	No. Out 30 Days	(%)	Post Rate At Risk
All Females	0	N/A		N/A
All Males	79	63	(80%)	2.8

Male Cohort	Total Entering (% of All Males)	Pre- Placement	During Placement	"Gross" Post Placement	No. Out 30 Days	(%)	Post Rate At Risk
Lightweight	35 (44%)	6.89	.62	3.33	27	(77%)	3.4
Violent	5 (6%)	6.58	1.01	-0-	-0-	(-0-)	N/A
Frequent	28 (35%)	16.14	.59	4.15	23	(82%)	3.4
Multi-Placement	43 (54%)	7.90	1.38	4.81	32	(74%)	4.4

Residential Home Comments:

- L.O.S. Pine Canyon and ARTEC show substantially higher L.O.S. than Manhattan and Odyssey.
- Pre-Entry Crime Rate is highest for Pine Canyon overall. Pine Canyon, in general, accepts higher fractions of the "problem" male cohorts.
- During Placement crime rates show Pine Canyon substantially higher in total and for all male cohorts. Manhattan shows an extremely low during placement rate.
- Post Placement males who stay out at least thirty days are a smaller fraction for Pine Canyon than the other residential homes.
- Post placement crime rates for the total program show Pine Canyon relatively highest on a "gross basis" although Odyssey is highest for the males "at risk" cohort. Manhattan shows the lowest rate for males at risk.

C. Conclusions

The snapshot and recidivism data developed above does not lead to unambiguous conclusions that a particular model of group home or a particular vendor has a clear solution to the problem of out-of-home treatment. However, some generalizations are possible:

- The homes that start with the "lightest" children in terms of prior records (in terms of prior criminality, number of prior placements, etc.) produce the most favorable recidivism outcomes although they may have a concomitant effect of pushing the "problem" children off to someone else.
- The parenting homes show differences in terms of:
 - Starting with, in total, a more criminally active population that is also younger and may be in a more delinquency prone stage of life.
 - Showing greater reduction in felony rate during stay.
 - Appearing more willing to accept children with multiple prior placements.
- The residential homes show advantages in terms of:
 - Being somewhat better at keeping individuals crime free during and after placement.
 - Maintaining shorter lengths of stay (especially in urban programs).
 - Being more willing to accept personal felons.
 - Showing more pronounced drops in crime rates in the pre/during/post pattern.
 - Maintaining a higher fraction of releases who are not replaced within 30 days (although higher fraction of terminations are probably adults).

- Much further analysis of this database is possible. The performance of the various providers with other criminal cohorts, females, normalized age groups, more specialized prior placement cohorts, etc., have not been analyzed. Such analysis may produce more clear distinctions among the various providers and home models.

IV. GROUP HOME FINANCIAL/CONTRACT PERFORMANCE

IV. Financial/Contract Performance

This chapter deals with the financial performance of the group home system and the role of the state in cost supervision of the program. Included will be discussions of:

- Program cost and revenue summaries and comparisons;
- Audit issues/results;
- Pricing - Group Homes and other providers;
- Other state corrections costs.
- Distribution of Youth Corrections Resources;

A. Program Cost and Revenue Summaries and Comparisons

Due to the varying sizes and capacities of the group homes, a comparison of total cost and revenue would be meaningless. To provide comparisons, the costs and revenue of each program were reduced to a common denominator: costs and revenue per paid DFS client day (DFS reimburses the homes on a per diem basis with essentially all funding coming through Youth Corrections). For each of the homes evaluated, the costs and revenues were broken down into natural line item categories. The cost and revenue information are presented in Tables IV.1 and IV.4, respectively. Several explanatory notes are appropriate.

- The figures presented for the Utah Boys Ranch, Heritage Youth Services, and ARTEC are for the sum of the programs operated by each. The Utah Boys Ranch figures are the aggregate for the six homes evaluated, while the Heritage figures represent two homes and the ARTEC figures are for three homes.
- It was not always possible to segregate the costs of management services from other line costs. This is the case for Pine Canyon, whereas for Utah Boys Ranch, management is in a separate line item, the other cost item.

- Direct line item comparisons are not always possible. This is because each home's accounting system is somewhat different, e.g., rental equipment is included in utilities and maintenance for Manhattan Project, but in the equipment category for ARTEC. For this reason, Table IV.2 presents a list of comments concerning each home listed and Table IV.5 does the same for revenues. Caution should thus be used in making line item contrasts.
- Program accounting periods vary (as noted at the bottom of Table IV.1). In order to bring all the homes into the same frame of reference for comparison, the figures in Table IV.1 were either inflated or deflated (at 10% annual rate) to a calendar year 1979 level. These figures are displayed on Table IV.3. Also, the sources of data for the homes varied from formally audited financial statements to the form 515 (budget justification) which homes are supposed to submit to the state each year. The source of data for each home is identified on Table IV.1.
- Finally, when comparing homes, one should consider the type of care and the range of services offered. Costs, and revenue vary markedly according to the type of service model for each home. As noted above, we have identified two service models:
 - Houseparent Model, including:
 - Utah Boys Ranch;
 - Rush Valley Boys Ranch; and
 - Heritage Youth Services.
 - Residential Treatment Model, including:
 - Manhattan Project;
 - Odyssey Adolescent Unit;
 - ARTEC; and
 - Pine Canyon Ranch.

The costs of the houseparent models are much less than the treatment models. This is generally related to staff costs. The treatment models have a more specialized staff and, therefore, higher costs.

In addition to the comparison tables, Table IV.6 summarizes the total expenses and revenues for each program with the associated surplus or loss of funds. Comments concerning the source and use of surplus funds are also presented.

For the houseparent models, the Rush Valley Boys Ranch has the lowest per patient day costs of the three programs. It is followed by Heritage Youth Services and then Utah Boys Ranch. Although total costs do not vary much among the operations, line item comparisons indicate that the major difference is in staff costs between the three operations. From the revenue perspective, these homes received approximately the same DFS reimbursement rate and the funds were sufficient to cover total program costs. While surpluses were generated in two of the programs, the source of the surplus was generally from private donations and home activities, and these funds were used to pay off previous indebtedness. In general, all three programs are working at the breakeven point.

For the four treatment models, the costs are much higher and show a wider range. The Manhattan Project is the low cost provider, due basically to a smaller staff cost than the other three homes. The Odyssey program, ARTEC, and Pine Canyon have significantly higher per day costs, again due basically to staff costs. An interesting feature of the homes in this model is found in the management fee line item. Manhattan, Odyssey and ARTEC all have to divert funds to pay dues or costs of belonging to a larger organization. This increases total cost, but is not clearly a cost of operating the program. As is reflected by the higher cost figures of the treatment homes in comparison to the house parent model, substantial non-DFS revenue is necessary to sustain these programs. Additional revenue sources include federal programs, charitable organizations, school districts, and other state and local revenue. None of these programs appear to have generated surplus funds with the exception of Pine Canyon, although, Pine Canyon apparently created the surplus by selling some

TABLE IV.1
Operating and Management Costs Service (Per Service Day)

	Houseparent Models			Residential Treatment Models			
	Utah Boys Ranch	Rush Valley	Heritage	Manhattan	Odyssey	ARTEC	Pine Canyon
Capacity Days	17,885	4,380	8,760	3,285	4,380	9,855	6,935
Actual Patient Days	16,938	4,380	8,322	3,102	3,622	9,207	6,091
Expenses							
Staff & Fringe	\$10.44	\$8.44	\$13.92	\$18.08	\$30.99	\$44.94	\$37.67
Professional Fees	.74	.84	—	—	2.46	—	2.23
Food	3.70	2.88	4.78	2.27	4.97	2.71	2.08
Supplies	.02	.80	.96	—	1.21	.59	1.60
Utilities & Maint.	2.48	2.08	1.26	2.65	2.68	1.36	1.36
Travel	1.11	1.42	1.76	.48	1.71	.54	2.61
Assistance	1.38	1.99	1.79	7.13	3.07	1.28	1.43
Miscellaneous	.51	1.91	.14	.54	1.35	.54	1.06
Total Operating Costs	\$20.36	\$20.36	\$24.61	\$31.15	\$48.38	\$51.96	\$50.04
Fixed Costs	2.38	1.18	2.92	1.60	3.73	3.91	4.06
Equipment	—	—	—	.44	—	.71	1.02
Total Program Costs	\$22.74	\$21.54	\$27.53	\$33.19	\$52.11	\$56.58	\$55.12
Management Fees	—	—	—	3.38	7.12	7.94	—
Other Non-Operating	10.65	4.30	2.75	—	—	—	10.95
Total Costs	\$33.27	\$25.84	\$30.28	\$36.57	\$59.23	\$64.52	\$66.08
Time Period of Data	1/78-12/78	1/79-12/79	7/79-6/80	1/79-12/79	7/78-6/79	7/78-6/79	7/79-6/80
Source of Financial Data	Audited Financial Statement	Deposits & Disbursements	Form 515	Actuals	Form 515	Actuals	7 month actuals Extra-polated. Full fin. statement refused.
Education Costs Included	NO	NO	NO	NO	NO	NO	YES, but unable to breakout separately.

TABLE IV.2
Comments on Expenses

Category	(1) Utah Boys Ranch	(2) Rush Valley	(3) Heritage	(4) Manhattan Project
Staff	House Parents Counselors Social Workers	House Parents Director Counselors	Director Houseparents Social Workers	Counselors Director Manager (Programs) MSW Group Leader N/A
Professional Fees	Training program mostly	Accounting & Auditing	N/A	
Food	No Comment	Raise own livestock (cost below)	No Comment	Food & Supplies together
Supplies	Office	Linen, office	Linen	Food & Supplies together
Utilities & Maintenance	Utilities & maint., supplies	Utilities & maint., repairs	Utilities, maint. repairs, rental equipment	Utilities & Maint. Rental Equip.
Travel	Auto expenses	Auto expenses	Auto expenses	Auto expenses
Boys Assistance	Allowance Clothing Scholarship	Allowance Clothing	Allowance Clothing	Assistance is major part of program
Miscellaneous	Telephone Mail Advertising Animal Maint.	Telephone Subscriptions Misc. Conference Equipment	Telephone	Conferences Telephone Printing Other
Fixed Costs	Rent Depreciation Interest Insurance Taxes	Rent Insurance	Rent Insurance, Taxes	Rent
Equipment	N/A	N/A	Rental above N/A	Replacement Rental Above Salvation Army Dues
Management Fee	N/A	N/A	N/A	Administration/Management
Other	Management and fund raising division	Livestock, horse related - Cedar Valley	N/A	

TABLE IV.2 (continued)
Comments on Expenses

Category	(5) Odyssey	(6) ARTEC	(7) Pine Canyon	Overall
Staff	Director Treatment Coord. Counselors Nurse Admissions Administrative	Psychiatrist Psychologist Social Workers Nurse Trainees Housekeeping Administrative	Director Counselors Teaching Parents Psychologist Rehab. Specialist Administrative	Cols. 1-3 have "less specialized" staff. Cols. 4-5 have a slightly "more specialized" staff. Cols. 6-7 have a "very specialized" staff.
Professional Fees	Consultants	N/A	Consultants	Cols. 5&7 for related prof. consultants.
Food	No Comment	No Comment	Grow food in the farm program, (cost below)	No real differences.
Supplies	Medicine, office hygenics, clothing	Office, medicine linen, laundry dining	Office equipment & supplies, program supplies	Col. 7-includes office equipment.
Utilites & Maintenance	Utilities, Maint., equipment rental & Company vehicles, gas, repairs	Utilities, Maint., repairs Car allowance, motor pool charges	Utilities, Maint., repairs Transportation, gas, repairs	Cols. 3-5 include equip. rental. Types of charges comparable.
Boys Assistance	Clothing Allowance Recreation Medical	Allowance Clothing Recreation	Boys Activities	Col. 4-Assistance is the key in the treatment process.
Miscellaneous	Telephone Mail Printing	Telephone Mail Subscriptions	Telephone Misc.	Col. 2-includes some equip. like stoves, etc.
Fixed Costs	Rent Insurance	Rent	Rent Insurance Interest	All comparable
Equipment	Rental above	Furniture and rental	Replacement of program equip. Other above	Mostly above in supplies or maint.
Management Fee	Odyssey Institute	County overhead charge	N/A	Cols.4-5 are dues payments Col. 6-county overhead
Other	N/A	N/A	Development and farm costs	Non-program related costs

TABLE IV.3
Approximate 1979 Operating and Management Costs (Per Service Day)
(All costs restated to a common basis & calendar year 1979)

	Houseparent Models			Residential Treatment Models			
	Utah Boys Ranch	Rush Valley	Heritage	Manhattan	Odyssey	ARTEC	Pine Canyon
Capacity Days	17,885	4,380	8,760	3,285	4,380	9,855	6,935
Actual Patient Days	16,938	4,380	8,322	3,102	3,622	9,207	6,091
Expenses							
Staff & Fringe	\$11.48	\$8.44	\$13.22	\$18.08	\$32.47	\$47.19	\$35.79
Professional Fees	.81	.84	—	—	2.59	—	2.12
Food	4.07	2.88	4.55	—	5.22	2.85	1.98
Supplies	.02	.80	.91	2.27	1.28	.62	1.52
Utilities & Maint.	2.72	2.08	1.20	2.65	2.81	1.43	1.29
Travel	1.22	1.42	1.67	.48	1.80	.56	2.48
Assistance	1.51	1.99	1.70	7.13	3.22	1.32	1.35
Miscellaneous	.59	1.91	.14	.54	1.42	.56	1.00
Total Operating Costs	\$22.42	\$20.36	\$23.38	\$31.15	\$50.81	\$54.53	\$47.53
Fixed Costs	2.61	1.18	2.77	1.60	3.91	4.11	3.86
Equipment	—	—	—	.44	—	.75	.97
Total Program Costs	\$25.03	\$21.54	\$26.15	\$33.19	\$54.72	\$59.39	\$52.36
Management Fees	—	—	—	3.38	7.48	8.34	—
Other Non-Operating	11.72	4.30	2.61	—	—	—	10.41
Total Costs	\$36.75	\$25.84	\$28.77	\$36.57	\$62.20	\$67.73	\$62.77
Inflation or Deflation Factors	1978 Figures X 1.10	No Change	1980 FY X .95	No Change	1979 FY X 1.05	1979 FY X 1.05	1980 FY X .95

TABLE IV.4
Revenue (Per Service Day)

	Houseparent Models			Residential Treatment Models			
	Utah Boys Ranch	Rush Valley	Heritage	Manhattan	Odyssey	ARTEC	Pine Canyon
Actual Patient Days	16,938	4,380	8,322	2,645	3,622	9,207	6,091
Revenue Sources							
DFS	\$22.61	\$24.56	\$28.00	\$25.94	\$25.39	\$18.14	\$28.00
DIPS	--	--	--	--	9.37	--	--
ADA	--	--	--	10.35	9.38	--	--
Granite Mental Health Ctr.	--	--	--	--	--	24.02	--
Salt Lake County	--	--	--	--	--	7.53	--
Food Subsidy	.63	--	--	--	.96	--	--
Federal Grants	--	--	--	--	--	14.84	--
School District	--	--	--	--	--	--	9.70
CETA	--	--	.42	--	5.80	--	--
School Lunch	--	--	--	--	--	--	1.37
Operating Revenue	23.24	24.56	28.42	36.29	50.91	64.53	39.07
Donations	9.49	4.11	--	.28	.97	--	--
Total Program Revenue	32.73	28.67	28.67	36.57	51.88	64.53	39.07
Other Income	.81	1.53	--	--	3.03	--	32.42
Total Revenue	\$33.54	\$30.20	\$28.67	\$36.57	\$54.91	\$64.53	\$71.49
Year of Data	1/78- 12/78	1/79- 12/79	1/79- 12/79	1/79- 12/79	7/78- 6/79	7/78- 6/79	7/79- 6/80

TABLE IV.5
Comments on Revenue

Category	Utah Boys Ranch	Rush Valley	Heritage	Manhattan	Odyssey	ARTEC	Pine Canyon
DFS	1978 Rate	1979 Rate	1980 Rate	1979 Rate	1979 DFS	1979 Rate County Match	1980 Rate
DIPS					Contract For Status Offenders		
ADA				Drug Re- ferral Ctr. Alcohol & Drugs	NIDA Alcohol & Drugs		
Mental Health						Pays for indirect & support costs	
Salt Lake County					Pays for	indirect & support costs	
Food Subsidy	Food Stamps				Food Stamps		
Federal Grants						Staffing Grant	
School District CETA			For Admin.		For Admin. People (Trainees)		Tooele
School Lunch Donations	From fund raising efforts	Individuals		United Way	Individuals		Tooele Lumped into other category
Other	Interest Rents	Horse Account			Fees for service - home activities		Mostly land sales, some donations, home activity

TABLE IV.6
Surplus and Loss in Group Homes

Home	Total Expenses	Total Revenue	Surplus (Loss)	Comments
Utah Boys Ranch	\$563,500	\$568,071	\$4,571	The surplus was from program operations, while the management and fund raising division lost money (Calendar 1978).
Rush Valley	113,180	132,266	19,086	The surplus is used to pay off bank loans and is not generated from DFS funds, but from other activities (Calendar 1979).
Heritage	251,996	236,516	(15,480)	Expenses are based on 100% occupancy while revenue is on 95% for the current fiscal year. Slight deficit would occur which could be funneled from other sources.
Manhattan	96,728	96,728	0	The operation is at a breakeven point due to cost control (Calendar 1979).
Odyssey	214,536	198,892	(15,644)	During fiscal year 1979, Odyssey ran a deficit, but has recouped the losses through current fund raising activities.
ARTEC	594,090	594,090	0	County and Granite Mental Health Center make up any deficit in the program.
Pine Canyon	402,464	435,467	33,003	These figures are for fiscal year 1980, determined by extrapolation of first 7 month actuals. Surplus is due to property transactions and goes to pay off previous substantial debts and capital improvements.

assets which went towards capital improvements and paying off substantial debts. This rationale, however, is conjectural since Pine Canyon declined to provide us with full financial statements.

In summarizing the cost and revenue comparisons, five items are apparent:

- The costs between the houseparent models and the residential treatment models are dramatically different. When all costs are normalized to calendar year 1979, the weighted average total cost of the houseparent models is \$32.90 per adolescent day, while for the residential treatment models the cost is 86% higher or \$61.06. The major reason for the higher cost is the presence of a more specialized staff in the residential treatment homes. These estimated cost figures do include non-program expenses such as management fees and other non-operating costs.
- While the payments for houseparent models from Youth Corrections appear to cover all program costs, Youth Corrections does pay a relatively small part of operating residential treatment homes. For the current fiscal year, the daily rate of \$28 covers only 46% of the average total cost for these programs. Therefore, funds from other sources are necessary to continue the operation of these programs.
- The ability to expand the residential treatment operations is not clear. No real economies of scale in multi-unit operations are demonstrated in group homes since by law and custom, all programs must have a relatively small patient capacity for each separate facility. Given current pricing structure, an expansion would depend upon funding sources other than Youth Corrections.
- The financial benefits of private fund raising for these homes is minimal. Only one program, Utah Boys Ranch, collects significant amounts of money, however, this is sufficient only

to pay off the expenses of the Fund Raising and Management Divisions. Therefore, these programs are generally dependent upon state and federal monies. Private donations may serve to improve community contacts, but do not serve as a useful funding source.

- Currently, it appears that the proprietary homes in the system (Rush Valley and Heritage) are the low cost producers.

The major conclusion of comparing the costs and revenues for the homes is the difference between the two models. While the costs are substantially higher for residential treatment homes, the reimbursement rate from Youth Corrections does not vary between them.

B. Audit Issues and Results

Although each contract has provision for auditing, the Division of Family Services does not regularly conduct audits of group homes. This year two providers have been or are in the process of being audited: Utah Boys Ranch and Heritage Youth Services. Reportedly, there are not enough auditors to conduct program surveillance on all the DFS contracts. At the current time, all DFS requests for audits, group home or otherwise, are prioritized. There are no plans for annual or rotating audits of the group homes.

The audits which have been performed have uncovered no major abuses within the system. However, two items concerning the auditing process and the interaction of the State with the homes should be noted.

- The audits performed to date have concentrated exclusively on allowable and non-allowable costs. The eligibility of the homes for the revenue received from the Division of Family Services has not been reviewed nor have reviews been conducted on whether the homes actually provided the contracted services. Therefore, any potential abuses in those areas have not been checked.

- From discussions with auditors and home operators it has been implied that the determination of reimbursement rates in the past was through negotiation. For example, in fiscal year 1979, the range of rates was from \$21.91 to \$32.88. In addition, these rates bore no relationship to high and low cost providers. ARTEC was given the low rate, while Manhattan had the higher figure. This problem has been lessened somewhat in this fiscal year where the range is between \$25-\$30 with most operators receiving \$28 per service day. While the budget form 515 is appropriate for determining rates, it is not submitted by all operators and, generally, there is no indication for how often, if at all, these forms are followed.

C. Pricing Group Homes and Other Providers

The group home program is only one of many programs available to youthful offenders. The following is a list of types of programs available and their costs as per the Division of Family Services/Youth Corrections.

1. Foster Care:

- Services: Placement of child in a community home to provide a relationship between a single child and a set of parents.
- Reimbursement Basis: The foster parents are reimbursed on a flat rate per day.
- Reimbursement Level: For this fiscal year, the reimbursement rates per day are (by type of care provided):

- Regular:	\$5.94
- Therapeutic:	9.21
- Behavioral:	10.55
- Specialized:	12.56
- IHP (Post-YDC):	13.24

2. Independent Living:

- Services - To provide the adolescent with an environment away from structured care and constant supervision.
- Reimbursement Basis - The adolescent is given a flat monthly allowance for rent, food, etc.
- Reimbursement Level - For the current fiscal year the monthly allowance is \$184.44, plus an initial allowance of \$184.44.

3. CYF Group Care:

- Services - To provide a parent model setting for non-correction adolescents, such as abused or abandoned children.
- Reimbursement Basis - The home is paid a flat rate service day for each adolescent.
- Reimbursement Level - For the current fiscal year, each home is paid \$28/service day plus an initial clothing allowance of \$150.

4. Group Homes:

- Services - To provide a home setting, either through houseparent models or residential treatment models for corrections youth.

- b. Reimbursement Basis - The home is paid a flat rate per service day.
- c. Reimbursement Level - For the current fiscal year, the range of rates varies from \$25 to \$30 per service day plus an initial clothing allowance of \$150.

5. Alternatives (CATY Programs):

- a. Services - To provide an alternative to the Youth Development Center for corrections youths where the program involves therapy. Program includes group homes, alternative education, and tracker programs.
- b. Reimbursement Basis - These programs are reimbursed on a fee for service basis.
- c. Reimbursement Level - The average contract price for this fiscal year for each program level is:
 - Group Homes: \$33.16
 - Alternative Education: \$20.16
 - Tracker/Proctor Programs: \$13.81

6. Youth Development Center:

- a. Services - Provide the institutionalization for delinquent youth.
- b. Reimbursement Basis - The YDC is fully paid from out of the state budget.
- c. Reimbursement Level - Based on the current costs of operation, if the occupancy rate was 100% (90 adolescents), per day cost per adolescent would be \$70.

The group homes evaluated in this project are only one of six alternatives for troubled youth. In a pricing basis they rank in the middle of all the alternatives along with CYF homes and CATY programs. The YDC is the highest priced provider, and is structured for the "hard core" youth.

D. Other State Cost

The following is a list of other state support for group home residents:

1. State Board of Education

State pays the school districts for the number of group home children educated in public or quasi-public programs in the district. The payment is based on the concept of a weighted pupil unit (WPU). Youth in custody are worth 2.9 WPU (the same as emotionally disturbed children). Handicapped students are worth 2.4 WPU as a comparison. Funds expended in the current school year are:

a. Tooele (Pine Canyon)	\$ 25,350
b. Granite (UBR, ARTEC)	\$163,837
c. SLC (Odyssey)	\$ 35,888
d. Jordan (UBR)	\$ 59,000
e. Alpine (Heritage)	\$ 54,615

Pine Canyon, Odyssey and ARTEC have the funds transferred to them to run the in-house education program. Except for Pine Canyon, this revenue and cost is not included in the revenue-cost comparison.

2. Medicaid (Title XIX)

The state picks up the medical expenses for those under 18 in case of accident, illness, etc., through the Division of Family Services. In some cases, the DFS worker attempts to collect these expenses from the child's parents if the injury was insured by the parent. This collection effort can be viewed as an additional cost to the State.

3. Other Title XX Monies

From the Division's budget for foster care, Title XX money is used to:

- a. Pay medical expenses for those over 18;
- b. Payment of school fees, books, transportation, etc.;
- c. Pay transportation (bus, plane, etc.) costs for home visit; and
- d. Pay for music lessons or personal needs for kids and joyous season payments of \$50 in December.

The latter three are only paid on an as approved basis.

4. Alcohol and Drugs

Alcohol and Drugs also has contracts with some group homes for care.

5. Recovery Services

The State also expends funds through Recovery Services to collect payments from the parents of placed youth if the court decided at time of placement that the parents could afford to bear some of the cost.

The previous section detailed the budget for all the Youth Corrections programs. However, as indicated in this section, those are not the only costs to the State for troubled youth. Funds for education, medical and dental services, and drug or alcohol related programs must also be included when determining the total cost of providing care for these individuals.

E. Distribution of Youth Corrections Resources

The following table presents the budget for Youth Corrections by the alternatives discussed in the previous section.

<u>Type of Program</u>	<u>Revised 1980 Budget</u>	<u>Days</u>
Vendor Programs		
Foster Care	(In district funding)	
Independent Living	(In district funding)	
CYF Homes	(In district funding)	
YC Group Homes	\$1,609,098	57,305
CATY Programs	\$1,502,809	51,465
In-house Programs		
YDC	\$2,350,276	95
Administration	\$ 193,650	5
County Detention	\$ 450,000	
(34% of total costs)		
TOTAL	\$6,145,833	

Each district within the State has a budget which pays for foster care, independent living, and CYF programs. Therefore, these figures are not included in this budget. In addition, additional staffing for all the programs comes under the realm of the district budget. It does appear that Youth Corrections gives equal consideration for the financial situations of the three programs directly under their control.

V. MANAGEMENT ISSUES

V. Management Issues

During the course of our discussions with individuals related to the Court/Corrections System, a variety of "management issues" were raised. A number of these were discussed in summary in Chapter I, especially in reference to the group homes. This chapter provides more detail on these matters. Separating group home vs. system-wide issues is, of course, somewhat artificial. In the discussion below, we therefore, in most cases, review management in the context of the whole.

Three sources of information were used in preparing this discussion:

- Conversations with Youth Corrections and Court Administration personnel
- Feedback from personal interviews with vendors and caseworkers.
- A confidential questionnaire distributed to all corrections workers (non-YDC) in March 1980 asking for opinions and perceptions on a variety of issues (see Appendix E).

We have organized these data in three major sections:

- System Objectives - a review based primarily on our various conversations on what the "system's philosophy" appears to be. We expect this subject to be of some controversy and present our formulation as a starting point for dialogue and as a basis for our recommendations.
- System Accountability - A discussion of the nature of responsibilities for various parts of the system, highlighting the current lack of structure.
- Administrative Concerns - Abstracted from the confidential questionnaire, this section presents an interpretation of the major management issues on the minds of the Youth Corrections caseworker staff.

A. System Objectives

The purposes and ultimate ends of a state's system for adjudicating, (potentially) incarcerating, and "correcting" its young are social value judgements of the most fundamental type. Evaluation must, therefore, begin with a perception of the objectives of the process, the priorities it creates for applying those objectives, and the degree of order it will allow in its management activities.

The degree of formal order desired becomes the key to planning and controlling a case processing system. In our interviews with court and corrections personnel, it became clear that, district by district and worker by worker, the system does not necessarily behave consistently either among its components or over time. Uniformity in case processing is not a system objective. Things that are done formally in some areas are largely unstructured in others (e.g., case screening, use of guidelines, etc.). Reporting systems (especially within DFS) are not uniformly maintained with the goal of facilitating analysis. This is not to argue that uniformity is necessary or even desirable. However, to the extent decision processes are unstructured, management and operation of the system become more ad hoc and evaluation necessarily becomes more subjective.

While consistency in case processing is hard to document, our interviews did produce some common philosophical threads among most parties to the judicial/corrections process regarding what (as a whole) the system should be trying to do. In order, the commonly stated goals for the system are:

1. Protection of the Community and Child - The primary initial interest the system was generally seen as promoting was the protection and security of the citizens and children of Utah. This goal has both short- and long-term elements. In the short-term, (with what were generally seen as a relatively small subset of the judicial court referrals), this involves securely isolating some individuals. The specific organization that should be responsible for this function was the subject of some

dispute but we heard minimal support for dramatic deinstitutionalization. The longer term interest of protecting the community is seen to be primarily in controlling recidivism. Though many opinions existed on how this is best accomplished, which treatment techniques are most effective for specific children, etc., there was consensus the test of programs must somehow involve their impact on recidivism. Prevention of delinquency was only occasionally mentioned and did not appear credible to most interview subjects as a long-term use of corrections resources.

2. "Correct" the Child - Assuming the community is adequately protected, the next priority of most individuals is to serve the needs of child. Three "corrections" philosophy statements on the services to the child were made often:

- a. Use the Least Restrictive Placement - This assumes that there are differences in the restrictiveness of the various approaches to dealing with child delinquency; e.g., remaining at home, in general, is less restrictive than foster home placement; foster homes, in general, are less restrictive than group care institutions, etc. The rule (although there may be exceptions) is that the child should be placed in the least restrictive setting possible, both in terms of program content and duration. An appropriate corollary to this (though not as frequently stated) is the presumption that the child's need for restriction should be demonstrated, at least in part, by failed prior placements as the child moves up the system; e.g., that both day treatment and foster care should be tried before group home placement, etc. The child should prove his way up the restriction continuum.

- b. "Treat" the Child - The overall system in Utah seems strongly geared to "treating" juvenile delinquency problems. Particularly among social workers the assumption

is made, system wide, that children have "needs" that can be treated in a medical sense. In the words of John Warner (West Virginia Wesleyan College) "it seems clear, however, that any program which receives a person labeled as a "delinquent," holds that person for a period of two months to one year and then turns that person back into the street is operating under the medical analogy; thinking of itself as some kind of hospital-dispensing some kind of medicine which will cure the disease which got the person into the institution." Programs that emphasize treatment, the creation of treatment plans, operation on medical model bases, etc., appeared to be better regarded than programs that emphasize parenting and custodial services. Programs not emphasising treatment tend to be criticized.

c. Deal with the Child in the Context of His Community. Once again the general preference appears to be to minimize the disruption of out-of-home placement by providing services in the context of the community to which the child will return. This is not to say that out-of-area referrals are never appropriate - rather that the presumption should be that in-county residence should be the placement of preference.

3. Provide for Greater Diversity - the need for additional placement alternatives (and options to out of home placement) is a third frequently made comment. This generally took two forms:

- The need for additional forms of treatment, particularly for children whose delinquency problems are thought to be rooted in emotional and mental difficulties (although it was rare that anyone we talked to had a clear idea of a specific new therapeutic concept they thought should be implemented).

- The need for additional foster care. In a great majority of our conversations with case workers, group home staff, Court personnel, etc., those interviewed made (unprompted) comments to the effect that "What we really need is more foster care", "This kid is in the group home because foster care isn't available, and his home is too fouled up to send him back", etc.

The consequences of both of these needs, however, were not often thought out. For example, the clear implication of having a system of increasingly specialized programs that are frequently available to accept children (i.e., don't have waiting lists) is having programs that are not often full and thus probably not cost effective. The creation of additional foster care implies either the elimination of other programs or net increase in the cost of the system. It was rare that anyone had a system-wide view of problems.

4. Minimize Cost - Rarely discussed at the placing worker level (and apparently never a direct consideration on specific case dispositions) is the need to minimize the cost and/or maximize the effectiveness of a given level of budget in providing services to children. We have included this as a philosophy statement since it clearly is of concern to the overall administration of the corrections system and because both the corrections and protection values of the system can only be pursued in light of resource constraints. Other things being equal, it must be asserted that the lowest cost method to serve a given "need" is preferred. For example, unless an advantage in terms of outcome effectiveness can be clearly demonstrated for a higher priced program, it is difficult to justify its existence.

B. System Accountabilities

Accountability for out-of-home placement of children, particularly in group homes, appears to be a matter of chronic confusion in the system. While there is apparently regularity in procedures for changes in guardianship and custody, such formal structure does not extend to placement decisions or changes in placement decisions. To determine the various routes into group homes, we surveyed each contract monitor to attempt to determine the placing worker for active out-of home placement cases in late February (the total of 168 active cases is higher than the group homes sample due to runners and cases not being closed properly). Among the identified placing sources were direct court action, YDC, Children's Services Society, CYF, other DFS, private individuals, and a fairly large number of cases where the placing accountability was unclear from documentation available to contract monitor. These results are displayed in Table V.1. A conclusion to be drawn from this sample is that placements in a group care facility (and consequent payment of Youth Corrections funds for services) are not being systematically reviewed and approved by corrections workers.

The accountability issue was raised in another context. Interviews with contract monitors show that in a substantial number of cases, the placement is negotiated between a vendor and some third party, and the placement occurs before Youth Corrections is notified. This apparently has often placed the contract monitor in a position of ratifying what has already occurred without a rigorous corrections screening of the case. We do not conclude from this that the children so placed are not in need of services - we assume that there are often good reasons for removing a child from home and providing a more institutional living setting. Without this pre-approval, however, it is difficult to show that Youth Corrections is managing its resources.

The accountability issue extends to the case management of children while in placement. As noted in Chapter II, both in vendor comments and in our interviews with children in placement, contact between children in group care and youth corrections representatives is rare. It is thus doubtful

TABLE V.1
PLACING WORKER SUMMARY

	YC	CYF	Unclear or Other	Total Children
Manhattan	7	4		11
Kearns Boys Ranch	7	3	24	34
Orem Boys Ranch	3	1	5	9
Sandy Boys Ranch	3	2	1	6
Pine Canyon	6	10	7	23
Odyssey	4	8		12
Heritage (Birdseye & Fairfield)	7	4	16	27
ARTEC	14	19		33
Rush Valley	6	6	1	13
Total	57	57	54	168

that in such circumstances effective case management responsibilities are being discharged.

C. Administrative Concerns

A confidential Management Issues Questionnaire was distributed in March 1980 to 40 (non YDC) Youth Corrections case workers and administrative personnel. Twenty-six responses were received and a result summary provided to Corrections administration.

In general terms, the rural workers and workers from Wasatch Front areas outside Salt Lake County tended to feel distant from Corrections administrative decision making processes, in need of enhanced communication with the administrative headquarters, and were less comfortable with their perception of the administrative direction and priorities of the system. Summarized below are four major common trends in the survey responses. These are abstracted from a number of unstructured responses and are structured based, to some extent, on the author's perceptions:

1. Administrative Coherence - There was widespread concern among the workers on the effectiveness of the planning, control, and structure of the agency. Many respondents indicated an understanding of the newness of the Youth Corrections organization and the time required to get the organization started. These workers' concerns would apparently involve:

- Generating a coherent plan for what Youth Corrections wants to be;
- Developing more specific criteria on how to deal with dangerous, emotionally disturbed, or severely delinquent youth;
- Lessening or making more relevant to program operations the paperwork burden imposed by Medicaid and DFS accounting system reporting requirements;

- Providing foster care resources and clarifying the structure of which alternatives are appropriate for which cases and how well the various placement alternatives work;
- Development of more direction and consistency in case processing;
- Improving relations with the Court.

2. Communications - Particularly in the areas outside of Salt Lake County, most workers indicated a desire for a more structured and formal means to communicate corrections priorities and involve the individual workers in planning and goal setting processes. The recently conducted staff retreats appear to be a start in this direction.
3. Employee Relations - Senior workers, in particular, seemed concerned that employee relations needs to be a higher priority for the Youth Corrections organization. It was widely believed (although we did not independently verify) that Corrections employees tend to be graded lower in State salary scales than employees of the Adult Corrections system or other parts of DFS who are doing similar work. If this is the case, it should be factually established and appropriate grading actions taken. Concern was also evidenced that creation of career paths for Corrections workers had not been undertaken. A formal training program for caseworkers had not been established and "promotion ladders" are not generally evident.
4. Public Relations - A final need commonly felt by survey respondents was that Youth Corrections should develop a coherent philosophy of the stance it wishes to maintain in respect to the community and the Courts, and "get off the defensive" regarding its role and effectiveness. Many workers noted the tendency for

Youth Corrections to be noticed by the public primarily when things go wrong and that program successes, cost savings, etc., are unpublicized and hence unnoticed by the community.

APPENDIX A: CORRECTIONS SYSTEM SNAPSHOT RESULTS AND COMPARISONS

APPENDIX A
CORRECTIONS SYSTEM SNAPSHOT RESULTS AND COMPARISONS

A. Methodology

The methodology for developing the snapshot is discussed in Chapter III. Pre-entry crime as shown in Table A.5 and A.6 were also developed consistent with the "Pre" definition in Chapter III.

B. Snapshot Results Summary

1. Major entry points to system are group homes and YDC Observation. About 70% of snapshot observation children are in their first placement. Subsequent analyses on April 1, 1980 and June 9, 1980 show percentages of 36% and 58%.
2. Probation has been tried on only half the group home population.
3. Foster Care resources are minimal and limited to second district.
4. CATY appears to function as a YDC alternative in the sense that it draws a similar population.
5. YDC Observation population appears essentially similar to CATY in all respects except pre-admission crime frequency. Observation children show much higher crime rates (though not severity) in the year prior to entry.
6. Some evidence exists (WICAT) to show CATY is more effective in reducing recidivism than observation. However, this has not been fully established.

7. System tends to feed upward to "heavier" placements, e.g., YDC reg. placements have relatively few prior placements to experiences observed in other states (R. Coates).
8. Districts 3, 4, and 5 appear to place based on less severe criminal histories than 1 and 2.
9. Districts 1 and 2 snapshot placements have about the same criminal backgrounds but are distributed to homes and institutions much differently.

District 1: Shows preference for YDC in all forms
District 2: Shows preference for community programs

However, District 2 uses more placement resources per case and per capita than District 1.

CORRECTION SYSTEM OVERVIEW

Introduction/Comments

Table A.1:	System Snapshot Placement by Age and Crime by Age
Table A.2:	System Snapshot Placement by Sex and Race
Table A.3:	System Snapshot Worst Referrals
Table A.4:	System Snapshot All Referrals
Table A.5:	Placement by 1 Year Pre-Admission Admitted/Adjudicated Crime Rates
Table A.6:	Placement by 1 Year Pre-Admission Admitted/Adjudicated Non-Status Offense (Distribution)
Table A.7:	System Snapshot Last Placement
Table A.8:	System Snapshot All Prior Placements Distribution
Table A.9:	System Snapshot All Placements Frequency
Table A.10:	System Snapshot Length of Stay
Table A.11:	System Snapshot Crime by Length of Stay
Table A.12:	System Snapshot Geographic Distribution; Worst Crime (by court district, urban vs. rural)
Table A.13:	System Snapshot Geographic Distribution; Placement (by court district, urban vs. rural)
Table A.14:	Per Capita and Per Referral Comparison of District 1 and 2 Placements
Table A.15:	System-wide Recidivism Comparisons

A.1: SYSTEM SNAPSHOT PLACEMENT BY AGE PROFILE AND CRIME BY AGE (INCLUDES PAROLE)

Snapshot Placement	Mean Age	N (Number in Sample)
Entire Population	16.0	496
Parenting Group Home	15.0	74
Residential Group Home	15.6	61
Other Group Home	16.5	2*
YDC - Commitment	16.2	72
YDC - Observation	16.1	32
CATY - Alternative	16.4	130
Foster Care	15.3	21
Paroled	16.4	104

* Both are females placed in a secure facility in Denver.

SYSTEM SNAPSHOT CRIME BY AGE PROFILE (INCLUDES PAROLE)

Worst Admitted/ Adjudicated Referral	Mean Age	N (Number in Sample)
Entire Population	16.0	496
No crime/No Record	16.0	13
Persons 1 and 2	16.6	98
Person 3	16.2	49
Property Felonies	16.0	228
Persons Misdemeanor	15.7	15
Other Crimes	15.6	66
Status	15.3	16
Dependency and Neglect	14.7	11

Comment: An age/severity continuum clearly exists: the younger the child the less severe the criminal background.

A.2: SYSTEM SNAPSHOT PLACEMENT BY SEX AND RACE

Provider	Male	SEX	N
		Female	
Parenting Group Homes	74	0	74
Residential Group Homes	47	14	61
Other Group Homes	0	2	2
YDC Commitment	72	0	72
YDC Observation	32	0	32
CATY	115	15	130
Foster Care	16	5	21
Parole	<u>95</u>	<u>9</u>	<u>104</u>
TOTAL	451	45	496
%	90.9%	9.1%	100%

Provider	No Data	White	RACE	Indian	Spanish	Other	N
			Black				
Parenting Group Homes	5	63	1	1	4	0	74
Residential Group Homes	2	53	1	1	4	0	61
Other Group Homes	0	2	0	0	0	0	2
YDC Commitment	1	43	2	3	22	1	72
YDC Observation	0	25	1	1	4	1	32
CATY	4	101	5	2	17	1	130
Foster Care	2	18	0	0	1	0	21
Parole	<u>7</u>	<u>59</u>	<u>5</u>	<u>10</u>	<u>23</u>	<u>0</u>	<u>104</u>
TOTAL	21	364	15	18	75	3	496
%	4.2%	73.4%	3.0%	3.6%	15.1%	.6%	100%

Comment: Spanish surname children appear over-represented in the more severe (CATY and YDC) portions of the system.

A.3: WORST ADMITTED/ADJUDICATED REFERRAL (SYSTEM SNAPSHOT)

Current Placement	Referral Type						Status	Dpn & Negl	N
	None/ No Record	Pers 1&2	Pers 3	Prop Fel	Pers Msd	Other Cr			
Parenting Group Home	.0%	2.7%	4.1%	41.9%	10.8%	25.7%	8.1%	6.8%	74
Residential Group Home	1.6	8.2	1.6	45.9	1.6	31.1	6.6	3.3	61
Other Group Home	.0	.0	50.0	.0	.0	.0	50.0	.0	2
YDC Commitment	2.8	41.7	11.1	43.1	.0	1.4	.0	.0	72
YDC Observation	.0	12.5	15.6	62.5	.0	9.4	.0	.0	32
CATY Alternative	.0	20.0	13.8	45.4	3.8	10.8	3.8	2.3	130
Foster Care	4.8	19.0	.0	47.6	4.8	19.0	.0	4.8	21

Comments: ● Approximately 50% of group home population has a felony worst referral although the incidence of personal felonies is significantly lower (less than 10%) for group homes compared to all other placements. Dep./Neglect worst referrals comprise more than 10% of the group home snapshot.

● Essentially, all YDC commitments are felons with 53% showing personal felonies.

● Worst referral patterns for YDC observation and CATY are strikingly similar.

A.4: DISTRIBUTION OF ALL PRIOR ADMITTED/ADJUDICATED REFERRALS (SYSTEM SNAPSHOT)

Current Placement	Ever Been Referred For					Status	Dpn & Negl	Ever on Probation	N
	Pers 1&2	Pers 3	Prop Fel	Pers Msd	Other Cr				
Parenting Group Home	2 2.7%	3 4.1%	35 47.3%	14 18.9%	59 79.7%	42 56.8%	35 47.3%	39 52.7%	74
Residential Group Home	5 8.2%	2 3.3%	32 52.5%	3 4.9%	51 83.6%	39 63.9%	24 39.3%	30 49.2%	61
Other Group Home	0 .0%	1 50.0%	0 .0%	0 .0%	1 50.0%	2 100.0%	1 50.0%	1 50.0%	2
YDC Commitment	30 41.7%	19 26.4%	63 87.5%	23 31.9%	69 95.8%	54 75.0%	45 62.5%	65 90.3%	72
YDC Observation	4 12.5%	5 15.6%	24 75.0%	6 18.8%	31 96.9%	20 62.5%	20 62.5%	30 93.8%	32
CATY Alternative	26 20.0%	23 17.7%	95 73.1%	31 23.8%	118 90.8%	106 81.5%	64 49.2%	107 82.3%	130
Foster Care	4 19.0%	0 .0%	14 66.7%	3 14.3%	19 90.5%	14 66.7%	16 76.2%	11 52.4%	21

Comments: ● Career criminality distributions are essentially the same as the worst referral patterns - group homes appear significantly "lighter", personal felonies are concentrated at YDC commitment, YDC observation and CATY appear similar although CATY shows higher incidence of status crime.

● It is particularly interesting that only about half of the group home residents have ever been tried on probation. A similar low percentage was reported in our personal interviews (see Chapter II).

A.5: PLACEMENT BY 1 YEAR PRE-ADMISSION ADMITTED/ADJUDICATED CRIMES

	Number of Records Examined	Total Number of Admitted or Adjudicated Crimes	Personal felonies (1,2,3) as % of Total Pre- Admission Crimes	Average # of Crimes	Admitted/Adjudicated per 1000 days
Foster Care	21	51	0.0	2.4	6.65
Group Homes	135	379	1.3	2.8	7.69
Houseparent	74	216	1.4	2.9	8.00
Residential	61	163	1.2	2.7	7.32
CATY Alt.	127	420	7.4	3.3	9.06
YDC - Obs.	30	166	7.2	5.5	15.16
YDC - Reg.	72	291	10.7	4.0	11.07

Comments: • Table Interpretation Example. 21 Snapshot Foster care placements showed 51 total crimes in the year prior to admission; 0% of these were personal felonies. The average Foster care child had 2.4 crimes in the year prior to admission for a rate of 6.65 crimes per thousand days.

• The felony percentage is distributed along a continuum.

• YDC observation children are different than the CATY population in terms of the one year prior rate per 1000 days. YDC Obs. rate is consistent with the child experiencing a dramatic period of "acting up" just prior to placement.

A.6: PLACEMENT BY 1 YEAR PRE-ADMISSION ADMITTED/ADJUDICATED
NON-STATUS OFFENSE DISTRIBUTION

	No. of Records	None or No Record	Number of Admitted/Adjudicated Non-Status Crimes						
			1	2	3	4	5	6	7+
Group Homes (Total)	135	24%	24%	16%	15%	6%	7%	2%	5%
Houseparent (Subtotal)	74	26	22	15	15	8	7	1	7
Residential (Subtotal)	61	21	28	18	15	3	8	3	3
YDC - Reg.	72	15	8	13	17	8	15	7	17
YDC - Obs.	30	0	10	17	13	17	20	7	17
CATY Alt.	127	21	18	14	17	10	6	6	8
Foster Care	21	38	24	5	10	5	5	5	10

Comments:

- Totals may not add due to independent rounding.
- The percentage of children with no crimes in the prior year more severe than status is distributed in a continuum.
- Note that almost 25% of all group home placements show no offense worse than status. This may, in part, be due to CYF children who have not yet filtered out of the corrections system.

CONTINUED

2 OF 3

A.7: LAST PLACEMENT (SYSTEM SNAPSHOT)

Current Placement	Parenting Grp Home	Residential Grp Home	Other Grp Home	YDC Comt	YDC Obsv	CATY Alternative	Foster Care	Home/ No Record/Other	N
Parenting Group Home	17.6%	1.4%	2.7%	1.4%	1.4%	1.4%	32.4%	41.9%	74
Residential Group Home	4.9	6.6	9.8	.0	6.6	3.3	13.1	55.7	61
Other Group Home	.0	50.0	.0	.0	.0	.0	50.0	.0	2
YDC Commitment	4.2	2.8	.0	18.1	23.6	31.9	5.6	13.9	72
YDC Observation	12.5	.0	3.1	.0	6.3	.0	9.4	68.8	32
CATY Alternative	8.5	.8	6.2	15.4	19.2	24.6	13.8	11.5	130
Foster Care	19.0	.0	4.8	4.8	4.8	4.8	47.6	14.3	21

Comments:

- Table Interpretation. This chart shows last recorded institutional placement without regard to breaks in placement (e.g., 17.6% of parenting group home children's last placements were in parenting group homes, although they may have been at home for some interviewing period). This chart indicates "entry points" and "feeders".
- "Entry Points" - Group homes and YDC observation are the major entry points to the system. About half the group home children and almost 69% of the snapshot YDC observation children are having their first out-of-home experience. (Samples of YDC Obs. on April 1 and June 9, 1980 showed 58% and 36% respectively).
- "Feeders" - To the extent they are not an entry point, group homes (especially parenting) are fed by foster care. To a limited extent they "cycle", i.e., about 20% of the children now in group homes were previously in group homes.
- YDC regular is fed by primarily CATY and YDC observation. Given the age of its placements, it probably has less chance to cycle.
- Parenting group homes appear to be more of a feeder to residential homes. Age may again be a factor, although apparently fewer residential graduates have another corrections institution as their next placement.
- Foster care shows the greatest propensity to recycle.
- If foster care - group homes - CATY - YDC is seen as a restriction continuum, then the system tends to feed upward. Movement from a more restrictive to less restrictive institution is uncommon.

A.8: DISTRIBUTION OF ALL PRIOR CONTACTS (SYSTEM SNAPSHOT)

Current Placement	YDC Obsv.	YDC Reg.	CATY Alt.	Foster Care	Group Homes	N
Parenting Group Home	2 2.7%	1 1.4%	2 2.7%	28 37.8%	17 23.0%	74
Residential Group Home	5 8.2%	0 .0%	3 4.9%	16 26.2%	17 27.9%	61
Other Group Home	0 .0%	0 .0%	0 .0%	1 50.0%	2 100.0%	2
YDC Commitment	41 56.9%	25 34.7%	27 37.5%	15 20.8%	31 43.1%	72
YDC Observation	3 9.4%	0 .0%	0 .0%	4 12.5%	7 21.9%	32
CATY Alternative	67 51.5%	32 24.6%	49 37.7%	47 36.2%	67 51.5%	130
Foster Care	3 14.3%	3 14.3%	1 4.8%	14 66.7%	10 47.6%	21

Comment: • This table presents a total placement history view of the "feeder" process, e.g., 56.9% of snapshot YDC placements have ever been in observation vs. 23.6% of snapshot YDC placements who were in observation as their last placement before commitment.

A.9: All PLACEMENT FREQUENCY (SYSTEM SNAPSHOT)

956

Current Placement	0	1	Total Number of Prior Placements (All Types)								9	10	16	N	Avg.
			2	3	4	5	6	7	8						
Parenting Group Home	31	25	12	5	0	1	0	0	0	0	0	0	74	0.9	
Residential Group Home	34	12	6	4	1	1	2	0	0	0	0	1	61	1.0	
Other Group Home	0	1	0	0	0	0	0	0	0	0	1	0	2	N/A	
YDC Commitment	10	13	18	9	8	5	5	3	0	0	1	0	72	2.7	
YDC Observation	22	3	4	3	0	0	0	0	0	0	0	0	32	0.6	
CATY Alternative	15	31	21	16	15	17	10	1	3	1	0	0	130	2.8	
Foster Care	3	3	1	7	5	0	1	0	1	0	0	0	21	2.9	
Comments:															
<ul style="list-style-type: none">● The number of prior (presumably failed) placements in a population may be predictive of treatment difficulty.● For group home comments see Chapter III.● YDC Reg., CATY, and Foster Care show similar patterns.● Consistent with previous comments, YDC observation shows lowest average number of prior placements.															

A.10: SNAPSHOT PLACEMENT BY LENGTH OF STAY
(INCLUDES PAROLE)

Snapshot Placement	Mean L.O.S. (Days)	N
Entire Population	173	496
Parenting Group Home	142	74
Residential Group Home	130	61
Other Group Homes	151	2
YDC - Commitment	199	72
YDC - Observation	31	32
CATY - Alternatives	185	130
Foster Care	153	21
Paroled	233	104

- Comments:
- Snapshot LOS may be different from LOS per average admission because of distortions caused by runners. The table clearly indicates the short stay nature of YDC observation.
 - The 199 day LOS in YDC commitment regular is heavily influenced by a few long-terms with extensive failed parole, AWOL, and recommitment records.

A.11: SYSTEM SNAPSHOT CRIME BY LENGTH OF STAY PROFILE
(INCLUDES PAROLE)

Worst Admitted/ Adjudicated Referral	Mean L.O.S. (Days)	N
Entire Population	173	496
No Crime/No Record	266	13
Persons 1 and 2	195	98
Person 3	155	49
Property Felonies	165	228
Persons Misdemeanor	146	15
Other Crimes	160	66
Status	186	16
Dependency and Neglect	193	11

- Comments: Those with lesser crimes tended to have been in placement longer.

A.12: SYSTEM SNAPSHOT GEOGRAPHIC DISTRIBUTION; WORST CRIME
(BY COURT DISTRICT, URBAN VERSUS RURAL)

Worst Admitted/ Adjudicated Crime	Court District of Residence										Urban (Wasatch Front)		Rural
	N	1	N	2	N	3	N	4	N	5			
No Records	31	(2.7)	1	(.4)	0	0	0	0	2	(6.5)	3	(.7)	10 (13.2)
Persons 1 & 2	22	(19.6)	69	(24.9)	4	(7.1)	0	0	2	(6.5)	90	(21.4)	8 (10.5)
Persons 3	12	(10.7)	26	(9.4)	6	(10.6)	1	(10.0)	4	(12.9)	42	(10.0)	7 (9.2)
Property Felony	56	(50.0)	126	(45.5)	30	(53.6)	4	(40.0)	11	(35.5)	204	(48.0)	24 (31.6)
Persons Msd.	3	(2.7)	7	(2.5)	3	(5.4)	0	0	1	(3.2)	9	(2.1)	6 (7.9)
Other Crimes	10	(8.9)	37	(13.4)	9	(16.1)	2	(20.0)	8	(25.8)	54	(12.9)	12 (15.8)
Status	4	(3.6)	6	(2.2)	2	(3.6)	1	(10.0)	3	(9.7)	10	(2.4)	6 (7.9)
Depn./Neglect	2	(1.8)	5	(1.8)	2	(3.6)	2	(20.0)	0	0	8	(1.9)	3 (3.9)
Total	112	(100%)	277	(100%)	56	(100%)	10	(100%)	31	(100%)	420	(100%)	76 (100%)

- Comments:
- Table Interpretation. In District 1, 22 of the 112 placements were juveniles whose worst crime was a first or second degree felony against persons. The sum of urban and rural placements does not equal the sum of court district records due to missing data and out of state children in placement. Rural data may be distorted by inclusion of out-of-state children.
 - About 80% of placements in Districts 1 and 2 have a felony worst referral. The percentage drops significantly for Districts 3, 4, and 5.
 - Personal felonies are heavily concentrated in District 1 and 2 placements.

A.13: SYSTEM SNAPSHOT GEOGRAPHIC DISTRIBUTION; PLACEMENT
(BY COURT DISTRICT, URBAN VERSUS RURAL)

Current Placement	Court District of Residence										Urban		Rural	Total	
	N	1	N	2	N	3	N	4	N	5	(Wasatch Front)				
Parenting Grp Homes	14	(12.5%)	33	(11.9%)	18	(32.1%)	3	(30.0%)	5	(16.1%)	60	(14.3)	14	(18.4)	74
Residential Grp Homes	8	(7.1%)	49	(17.7%)	0	0	2	(20.0%)	1	(3.2%)	54	(12.9)	7	(9.2)	61
Other Grp Homes	0	0	2	(.7%)	0	0	0	0	0	0	2	(.5)	0	0	2
YDC - Comm.	21	(18.8%)	37	(13.4%)	9	(16.1%)	0	0	4	(12.9%)	63	(15.0)	9	(11.8)	72
YDC - Obser.	17	(15.2%)	9	(3.2%)	3	(5.4%)	2	(20.0%)	0	0	27	(6.4)	5	(6.6)	32
CATY Alt.	22	(19.6%)	88	(31.8%)	11	(19.6%)	3	(30.0%)	6	(19.4%)	116	(27.6)	14	(18.4)	130
Foster Care	2	(1.8%)	17	(6.1%)	2	(3.6%)	0	0	0	0	20	(4.8)	1	(1.3)	21
Parolled	28	(25.0%)	42	(15.2%)	13	(23.2%)	0	0	15	(48.4%)	78	(18.6)	26	(34.2)	104
Total	112	(100%)	277	(100%)	56	(100%)	10	(100%)	31	(100%)	420	(100%)	76	(100%)	496
Ever on Probation?	94	(83.9%)	213	(76.9%)	35	(62.5%)	6	(60.0%)	17	(54.8%)	0	323	(76.9)	44	(57.9)

- Comments: ● Table Interpretation. 14 children or 12.5% of District 1's 112 placements were in parenting group homes. Sum of Urban and Rural placements does not equal sum of court district records due to missing data and out of state children in placement.
- Residential Group Homes, CATY, and Foster Care are primarily District 2 resources.
 - YDC Commitment and Observation are used most frequently by District 1.
 - Urban District placed population have more frequent prior probation contact than rural.
 - Foster Care is almost non-existent in rural areas.

A:14: PER CAPITA AND PER REFERRAL COMPARISON OF
DISTRICT 1 AND 2 PLACEMENTS

DISTRICT 1: (Box Elder, Cache, Davis, Morgan, Rich, Weber)
DISTRICT 2: (Salt Lake, Tooele)

Snapshot Placements = District 1 - 112 (Includes 21 YDC Reg; 17 YDC Obs.)
District 2 - 277 (Includes 37 YDC Reg; 9 YDC Obs.)

April 1, 1980 "ReSnap" - District 1: 10 YDC Obs.)
District 2: 14 YDC Obs.)
June 9, 1980 "ReSnap" - District 1: 14 YDC Obs.)
District 2: 10 YDC Obs.)

Population 1980 (Source: Yun Kim, Population Projections by Age and Sex
for Utah Counties, Utah State University, 1978 High Statistics).

	<u>Male 10-19</u>	<u>Total</u>	<u>Juvenile Males/Total</u>
District 1	39,174	382,071	10.3%
District 2	53,536	581,058	9.2%

Criminality (Per 1978 Utah Juvenile Court Annual Report)

	<u>Criminal Referrals</u>	<u>Felonies</u>
District 1	4,203	847
District 2	7,332	1,559

<u>Key Ratios:</u>	<u>District 1</u>	<u>District 2</u>
All Slots/10,000 Juvenile Males	28	51
All Slots/10,000 Referrals	27	38
YDC Reg. Slots/1000 Referrals	5	5
YDC Reg. Slots/1000 Felonies	25	24
YDC Reg. Slots/10,000 Juvenile Males	5	7
YDC Obs. Slots/10,000 Juvenile Males	4	2
YDC Obs. Slots/1,000 Referrals	4	1
YDC Obs. Slots/1,000 Felonies	2	0.6

Comments: District 2 generates significantly more total placements per capita and per referral than District 1. They show roughly the same need for YDC regular slots. District 1 makes substantially more use of YDC Observation on all comparison bases.

YOUTH CORRECTIONS RESOURCE DISTRIBUTION

(Jan. 21, 1980 Snapshot Annualized)

	<u>Residential Placement Only</u>		<u>Average Rate</u>	<u>Annual Cost (\$000)</u>	
	<u>Dist. 1</u>	<u>Dist. 2</u>	<u>Per Day/Year</u>	<u>Dist. 1</u>	<u>Dist. 2</u>
Group Homes	22	84	\$28/10,220	\$225	858
CATY	22	88	\$30/10,950	241	964
YDC Reg.	21	37	\$70/25,550	537	945
YDC Obs.	17	9	\$70/25,550	434	230
Foster Care	2	17	\$12/ 4,380	9	74
TOTAL	84	235		\$1,446	\$3,071

Total Placement Cost (\$000) \$1,446 \$3,071

Placement Cost Per Juvenile Male (1980) \$36.91 \$57.36

Placement Cost Per Referral (1978) \$344.03 \$418.00

Placement Cost Per Felony (1978) \$1,707.20 \$1,969.85

A.15: SYSTEM-WIDE RECIDIVISM COMPARISONS

YDC COMMITMENT 1978

Number of Cases: 221 (114/52% in post period)*

	Pre-Entry	During	Post
Time Interval Days	1,208	322	423
Crimes/1000 Days	10.02	2.25	6.18
N (%) Crime Free	7/3%	153/69%	31/27%

YDC OBSERVATION 1978

Number of Cases: 300 (255/85% in post period)*

Time Interval Days	897	64	248
Crimes/1000 Days	9.35	1.93	7.76
N (%) Crime Free	3/1%	282/94%	89/35%

CATY

Number of Cases: Total 291 entrants (Est. 117/78% of eligible in post period)*

Time Interval Days	1,164	130	143
Crimes/1000 Days	8.42	3.73	3.73
N (%) Crime Free Entrants	4/14%	202/69%	84/72%

WICAT Definition:

Pre - includes reported offenses from the first one on record until the first enrollment date in the program being considered. However, YDC time prior to alternative enrollment is not included.

During - includes all reported offenses while a youth is enrolled in the specified program.

Post - includes all reported offenses up to the end of the period after a youth has left the program and is not receiving any other alternative treatment nor in the YDC. This post period terminates whenever the youth enrolls in a different alternative or is placed in the YDC or is no longer considered a juvenile.

SYSTEM-WIDE RECIDIVISM COMPARISONS (continued)

PARENTING GROUP HOMES*

Number of Cases: 591 (451 [76%] out 30 days)

	Pre-Entry	During	Post
Time Interval Days	365	156	365 Max.
Crimes/1000 Days	9.10	5.40	4.9
N (%) Crime Free (status not included)	172/29%	393/66%	253/51%

RESIDENTIAL GROUP HOMES*

Number of Children: 377 (305 [81%] out 30 days)

Time Interval Days	365	1.43	365 Max.
Crimes/1000 Days	8.22	4.12	3.6
N (%) Crime Free (status not included)	113/30%	295/78%	204/67%

* Per JS&A Rate Definitions (see Chapter III).

APPENDIX B: PROFORMA SLOT MODELING METHODOLOGY

APPENDIX B PROFORMA SLOT MODELING METHODOLOGY

This section suggests a method to model aggregate placement needs for the State of Utah. It is based on the objectives for the system discussed in Chapter V and on the snapshot and history information developed in the various computer analyses conducted in this study. It is one of a number of possible methods and is proposed for illustrative purposes only. The placement guidelines it proposes are certainly subject to debate and much of the system-wide data it is based on is from the snapshot and thus has not been validated in a time series analysis of placement profiles.

This proforma approach does, however, have the following advantages:

- It looks system-wide instead of most prior attempts which only looked at pieces of the whole and did not explore the implications of change on one level to other parts of the system.
- It is based on observations of "live" data. While the data are arguably imperfect, the approach does reason from the structure of the current system to the types of placement resources that are needed under modified assumptions.
- It is based on placement guidelines that are consistent with a "protective, least restrictive, community based, cost minimizing" philosophy as discussed in Chapter V. Once again, it is not the only method possible based on such objectives, it does, however, relate to them in an explicit manner.

Table B.1, Distribution of Corrections Resources, indicates the distribution of the January snapshot of children by type of custody, likely capacity of the associated levels of care, and a proforma allocation of the 1980 corrections budget of \$5.4 million.

Table B.2, Placement Model. Based primarily on the quantitative analysis of the snapshot, this table discusses potential aggregate placement guidelines (ref: system objectives discussed in Chapter V) and shows the slot impact of such guidelines if implemented on the snapshot population.

Table B.3, Budget Implications, summarizes the cost impact of this proforma redistribution. For each level of the system, it indicates a revised resource need, assumes a cost basis consistent with current expenditures and shows a potential budget for each level. The revised total of \$4.8 million represents a potential reduction from current budget levels of almost 12%. This amount includes a redistribution of \$262,000 to new, non-residential and foster care slots.

As is stated above, this example is for methodology purposes only. Implementation of such a resource distribution should be based on further snapshot analysis and extended discussions of the consequences and implications of the proposed (or other) disposition guidelines. It is intended as a structured first step.

TABLE B.1
DISTRIBUTION OF CORRECTIONS RESOURCES

Level	Slots		1980 Budget Corrections Only (\$000)
	<u>1/80 "Snapshot"</u>	<u>"Likely Capacity"</u>	
YDC Regular	72	Approx. 100	\$2,350
Observation	32		
CATY Residential (est) and Day	130	Approx. 150	\$1,503
Group Home "Parent"	75	85 (Mapleton Closed)	est. 875
Group Home "Residential"	61	58 (Manhattan Closed)	est. 675
TOTAL	370	393	\$5,403

TABLE B.2
PROFORMA PLACEMENT MODEL
 (Illustrative Only)

<u>Level</u>	<u>Comments/Observations</u>	<u>Potential Placement Guidelines</u>	<u>Impact</u>
YDC Regular	About 1/3 of YDC snapshot children have never been tried other than at YDC. (Some had been there several times).	Half of children with no community placement could have been tried in community.	Reduce secure committed beds Need from 72 to about 60.
YDC Observation	<p>Observation children are very similar to CATY.</p> <p>Observation appears to have the least impact of any program on recidivism (inconclusive) per WICAT study.</p> <p>YDC observation appears to be used proportionately more as a 1st district resource.</p> <p>Absolute need for secure facility-based observation is thus conjectural.</p>	Try all of these children in the community first.	Shift observation clientele to community programs (eliminate 30 secure beds).

PROFORMA PLACEMENT MODEL (Continued)

<u>Level</u>	<u>Comments</u>	<u>Potential Placement Guidelines</u>	<u>Impact</u>
CATY	17% of CATY show worst crime as less than a property felony or personal misdemeanor.	Assure that those with worst referral less than felony or personal misdemeanor are referred to non-residential placements (Note: Some overlap probably exists with current CATY non-residents).	Eliminates up to 11 CATY residential slots Add (Secure slots) 12 <u>Add (Obser. Slots) 30</u> Add current CATY 130 Total CATY: 161
Group Homes	Only half of group home children have been tried out on probation. Group homes are primarily a Second and Third district resource.	Assume that at least 50% of those with no probation history should be in foster care or in community.	Eliminate 34 group home beds Total group home beds: 101 Add resources in First District.

TABLE B.3
BUDGET IMPLICATIONS

	<u>Slots</u>	<u>Cost Basis</u>	<u>Potential Budget</u> (000)
Secure beds	60 Beds	\$80/day (vs. \$70 current YDC)	\$1,752
Secure observation	0		0
CATY (residential and non-residential)	161 Beds	\$30/day average	\$1,763
Group Homes	<u>101 Beds</u>	\$28/day average	<u>\$1,032</u>
Subtotal	322 Beds		\$4,547
New non-residential and foster care needs	48 slots	\$15/day average	\$262
TOTAL			\$4,809

Assumes: "Snapshot" case distribution is representation of entire year.

APPENDIX C: COMPREHENSIVE GROUP HOME SNAPSHOT

APPENDIX C
COMPREHENSIVE GROUP HOME SNAPSHOT

For information purposes, this section contains computer output summaries for the comprehensive group home snapshot. Several cross-tabulations are presented in this section which were not included in Chapter III, Group Home History and Recidivism Comparisons. Tables included are:

Cross tabulations of group homes by:

- Sex
- Race
- Natural parents marital status
- Residence at least referral
- School placement
- Child's religion
- County of residence
- Age at entrance
- Last prior placement
- Ever had prior placement (detailed by institution)
- Worst admitted/adjudicated referral
- Ever referred (for various crimes and dep./neglect)
- Ever on probation

Interpretation Notes

Each cell in the matrix contains four numbers:

The first entry is the number of youth at the home with the referenced attribute, e.g., 45 children at Utah Boys Ranch are males.

The second entry is the percentage of that row total with the attribute, e.g., 100% of Utah Boys Ranch children are males.

The third entry shows the total column percentage with the attribute, e.g., of 121 males in the sample, 37.2% were at Utah Boys Ranch.

The final entry shows the percentage of the total sample with the given attribute at the given placement, e.g., of 135 total children, 33.3% were males at Utah Boys Ranch.

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 5

FILE NONAME (CREATION DATE = 08 MAY 80)

..... C R O S S T A B U L A T I O N O F
 VO14 CURRENT PLACEMENT BY VO04 SEX
 PAGE 1 OF 1

		VO04		
		COUNT		
VO14	ROW PCT	MALE	FEMALE	ROW TOTAL
	COL PCT			
	TOT PCT	1.	2.	
UTAH B R	3.	45	0	45
		100.0	.0	33.3
		37.2	.0	
		33.3	.0	
ARTEC	7.	19	11	30
		63.3	36.7	22.2
		15.7	78.6	
		14.1	8.1	
ODYSSEY	8.	5	1	6
		83.3	16.7	9.4
		4.1	7.1	
		3.7	.7	
MANHATTN	9.	6	2	8
		75.0	25.0	5.9
		5.0	14.3	
		4.4	1.5	
PINE CYN	10.	17	0	17
		100.0	.0	12.6
		14.0	.0	
		12.6	.0	
RUSH VLY	11.	10	0	10
		100.0	.0	7.4
		8.3	.0	
		7.4	.0	
HRTG Y S	12.	19	0	19
		100.0	.0	14.1
		15.7	.0	
		14.1	.0	
COLUMN		121	14	135
TOTAL		89.6	10.4	100.0

173

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 6

FILE NONAME (CREATION DATE = 08 MAY 80)

C R O S S T A B U L A T I O N O F
V014 CURRENT PLACEMENT BY V005 RACE
PAGE 1 OF 1

		V005					ROW TOTAL
COUNT		NO DATA	WHITE	BLACK	INDIAN	SPANISH	
ROW PCT	COL PCT						
TOT PCT		0.	1.1	2.1	3.1	4.	
V014							
UTAH B R	3.	1	4	1	0	2	45
		2.2	91.1	2.2	.0	4.4	33.3
		14.3	35.3	50.0	.0	25.0	
		.7	30.4	.7	.0	1.5	
ARTEC	7.	2	24	1	0	3	30
		6.7	80.0	3.3	.0	10.0	22.2
		28.6	20.7	50.0	.0	37.5	
		1.5	17.8	.7	.0	2.2	
ODYSSEY	8.	0	4	0	0	0	4
		.0	100.0	.0	.0	.0	4.4
		.0	5.2	.0	.0	.0	
		.0	4.4	.0	.0	.0	
MANHATTN	9.	0	8	0	0	0	8
		.0	100.0	.0	.0	.0	5.9
		.0	4.9	.0	.0	.0	
		.0	5.9	.0	.0	.0	
PINE CYN	10.	0	15	0	1	1	17
		.0	88.2	.0	5.9	5.9	12.6
		.0	12.9	.0	50.0	12.5	
		.0	11.1	.0	.7	.7	
RUSH VLY	11.	2	7	0	0	1	10
		20.0	70.0	.0	.0	10.0	7.4
		28.6	3.0	.0	.0	12.5	
		1.5	5.2	.0	.0	.7	
HRTG Y S	12.	2	15	0	1	1	19
		10.5	78.9	.0	5.3	5.3	14.1
		28.6	12.9	.0	50.0	12.5	
		1.5	11.1	.0	.7	.7	
COLUMN		7	116	2	2	8	135
TOTAL		5.2	85.9	1.5	1.5	5.9	100.0

174

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 7

FILE NONAME (CREATION DATE = 08 MAY 80)

***** C R O S S T A B U L A T I O N O F *****
 V014 CURRENT PLACEMENT BY V006 NATURAL PARENTS MARITAL STATUS
 ***** PAGE 1 OF 1

V006										
COUNT		NO DATA	MARRIED	DIVORCED	FTHR-DEC	MTHR-DEC	BOTH-DEC	OTHER	ROW TOTAL	
ROW PCT	COL PCT									
TOT PCT		0.1	1.1	2.1	3.1	4.1	5.1	7.1		
V014	3.	3	10	25	3	1	1	2	45	
UTAH B R		6.7	22.2	55.4	6.7	2.2	2.2	4.4	33.3	
		20.0	23.8	38.5	33.3	100.0	100.0	100.0		
		2.2	7.4	18.5	2.2	.7	.7	1.5		
	7.	3	11	14	2	0	0	0	30	
ARTEC		10.0	36.7	46.7	6.7	.0	.0	.0	22.2	
		20.0	26.2	21.5	22.2	.0	.0	.0		
		2.2	8.1	10.4	1.5	.0	.0	.0		
	8.	0	2	3	1	0	0	0	6	
ODYSSEY		.0	33.3	50.0	16.7	.0	.0	.0	4.4	
		.0	4.8	4.4	11.1	.0	.0	.0		
		.0	1.5	2.2	.7	.0	.0	.0		
	9.	0	2	6	0	0	0	0	8	
MANHATTN		.0	25.0	75.0	.0	.0	.0	.0	5.9	
		.0	4.8	9.2	.0	.0	.0	.0		
		.0	1.5	4.4	.0	.0	.0	.0		
	10.	0	7	9	1	0	0	0	17	
PINE CYN		.0	41.2	52.9	5.9	.0	.0	.0	12.6	
		.0	16.7	13.8	11.1	.0	.0	.0		
		.0	5.2	6.7	.7	.0	.0	.0		
	11.	5	2	2	1	0	0	0	10	
RUSH VLY		50.0	20.0	20.0	10.0	.0	.0	.0	7.4	
		33.3	4.8	3.1	11.1	.0	.0	.0		
		3.7	1.5	1.5	.7	.0	.0	.0		
	12.	4	8	6	1	0	0	0	19	
HRTG Y S		21.1	42.1	31.6	5.3	.0	.0	.0	14.1	
		26.7	19.0	9.2	11.1	.0	.0	.0		
		3.0	5.9	4.4	.7	.0	.0	.0		
COLUMN		15	12	65	9	1	1	2	136	
TOTAL		11.1	31.1	48.1	6.7	.7	.7	1.5	100.0	

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 8

FILE NONAME (CREATION DATE = 06 MAY 80)

CROSS TABULATION OF
V014 CURRENT PLACEMENT BY V007 RESIDENCE AT LAST REFERRAL
PAGE 1 OF 1

		V007											ROW TOTAL
V014	COUNT	OTHER	PARENTS	MOTHER	MTHR+STP	FTHR+STP	FATHER	RELATIVE	FOSTER	ADOPTED	INSTN		
	ROW PCT												
	COL PCT												
	TOT PCT												
		0.1	1.1	2.1	3.1	4.1	5.1	6.1	7.1	8.1	9.1		
UTAH B R	3.	4	9	15	4	3	1	0	3	2	4	45	
		8.9	20.0	33.3	8.9	6.7	2.2	.0	6.7	4.4	8.9	33.3	
		24.7	29.0	50.0	25.0	37.5	20.0	.0	30.0	66.7	33.3		
		3.0	6.7	11.1	3.0	2.2	.7	.0	2.2	1.5	3.0		
ARTEC	7.	3	9	3	7	2	1	1	1	0	3	30	
		10.0	30.0	10.0	23.3	6.7	3.3	3.3	3.3	.0	10.0	22.2	
		20.0	29.0	10.0	43.8	25.0	20.0	20.0	10.0	.0	25.0		
		2.2	6.7	2.2	5.2	1.5	.7	.7	.7	.0	2.2		
ODYSSEY	8.	0	0	2	2	1	0	1	0	0	0	6	
		.0	.0	33.3	33.3	16.7	.0	16.7	.0	.0	.0	4.4	
		.0	.0	6.7	12.5	12.5	.0	20.0	.0	.0	.0		
		.0	.0	1.5	1.5	.7	.0	.7	.0	.0	.0		
MANHATTN	9.	0	2	1	0	1	1	1	2	0	0	8	
		.0	25.0	12.5	.0	12.5	12.5	12.5	25.0	.0	.0	5.9	
		.0	6.5	3.3	.0	12.5	20.0	20.0	20.0	.0	.0		
		.0	1.5	.7	.0	.7	.7	.7	1.5	.0	.0		
PINE CYN	10.	0	5	6	2	1	0	1	0	0	2	17	
		.0	29.4	35.3	11.8	5.9	.0	5.9	.0	.0	11.8	12.6	
		.0	16.1	20.0	12.5	12.5	.0	20.0	.0	.0	16.7		
		.0	3.7	4.4	1.5	.7	.0	.7	.0	.0	1.5		
RUSH VLY	11.	5	0	0	0	0	1	1	2	0	1	10	
		50.0	.0	.0	.0	.0	10.0	10.0	20.0	.0	10.0	7.4	
		33.3	.0	.0	.0	.0	20.0	20.0	20.0	.0	8.3		
		3.7	.0	.0	.0	.0	.7	.7	1.5	.0	.7		
HRTG Y S	12.	3	6	3	1	0	1	0	2	1	2	19	
		15.8	31.6	15.8	5.3	.0	5.3	.0	10.5	5.3	10.5	14.1	
		20.0	19.4	10.0	6.3	.0	20.0	.0	20.0	33.3	16.7		
		2.2	4.4	2.2	.7	.0	.7	.0	1.5	.7	1.5		
COLUMN TOTAL		15	31	30	16	8	5	5	10	3	12	135	
TOTAL		11.1	23.0	22.2	11.9	5.9	3.7	3.7	7.4	2.2	8.9	100.0	

SNAPSHOT DESCRIPTION

08 MAY 80

PAGE 9

FILE NONAME (CREATION DATE = 08 MAY 80)

..... C R O S S T A B U L A T I O N O F
 V014 CURRENT PLACEMENT BY V009 SCHOOL PLACEMENT
 PAGE 1 OF 1

		V009						
		COUNT	NO DATA	DROPOUT	HELOBACK	SPEC-PGM	NORMAL	OTHER
ROW PCT	COL PCT	NO DATA	DROPOUT	HELOBACK	SPEC-PGM	NORMAL	OTHER	ROW TOTAL
TOT PCT		0.1	1.1	2.1	3.1	4.1	7.1	
V014								
3.		3	2	1	5	34	0	45
UTAH B R		6.7	4.4	2.2	11.1	75.6	.0	33.3
		20.0	10.0	25.0	38.5	41.5	.0	
		2.2	1.5	.7	3.7	25.2	.0	
7.		3	5	0	1	21	0	30
ARTEC		10.0	16.7	.0	3.3	70.0	.0	22.2
		20.0	25.0	.0	7.7	25.6	.0	
		2.2	3.7	.0	.7	15.6	.0	
8.		0	1	0	0	5	0	6
ODYSSEY		.0	16.7	.0	.0	83.3	.0	4.4
		.0	5.0	.0	.0	4.1	.0	
		.0	.7	.0	.0	3.7	.0	
9.		0	4	0	1	3	0	8
MANHATTN		.0	50.0	.0	12.5	37.5	.0	5.9
		.0	20.0	.0	7.7	3.7	.0	
		.0	3.0	.0	.7	2.2	.0	
10.		1	4	2	3	7	0	17
PINE CYN		5.9	23.5	11.8	17.6	41.2	.0	12.6
		6.7	20.0	50.0	23.1	8.5	.0	
		.7	3.0	1.5	2.2	5.2	.0	
11.		5	2	0	1	2	0	10
RUSH VLY		50.0	20.0	.0	10.0	20.0	.0	7.4
		33.3	10.0	.0	7.7	2.4	.0	
		3.7	1.5	.0	.7	1.5	.0	
12.		3	2	1	2	10	1	19
HRTG Y S		15.8	10.8	5.3	10.5	52.6	5.3	14.1
		20.0	10.0	25.0	15.4	12.2	100.0	
		2.2	1.5	.7	1.5	7.4	.7	
COLUMN TOTAL		15	20	4	13	82	1	135
TOTAL		11.1	14.8	3.0	9.6	60.7	.7	100.0

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 10

FILE NONAME (CREATION DATE = 08 MAY 80)

..... C R O S S T A B U L A T I O N O F
V014 CURRENT PLACEMENT BY V011 CHILDS RELIGION
..... PAGE 1 OF 1

		V011								ROW TOTAL
		COUNT	NO DATA	LDS	PROTEST	CATHOLIC	JEWISH	NONE	OTHER	
		ROW PCT								
		COL PCT								
		TOT PCT	0.1	1.1	2.1	3.1	4.1	5.1	6.1	
V014										
UTAH B R	3.	3	27	1	4	1	7	0		45
		6.7	60.0	2.2	13.3	2.2	15.6	.0		33.3
		17.6	38.6	14.3	33.3	100.0	36.8	.0		
		2.2	20.0	.7	4.4	.7	5.2	.0		
ARTEC	7.	2	14	2	4	0	4	2		30
		6.7	53.3	6.7	13.3	.0	13.3	6.7		22.2
		11.8	22.9	28.6	22.2	.0	21.1	44.7		
		1.5	11.9	1.5	3.0	.0	3.0	1.5		
ODYSSEY	8.	0	4	0	1	0	1	0		6
		.0	44.7	.0	16.7	.0	16.7	.0		4.4
		.0	5.7	.0	5.6	.0	5.3	.0		
		.0	3.0	.0	.7	.0	.7	.0		
MANHATTN	9.	0	5	0	1	0	2	0		8
		.0	42.5	.0	12.5	.0	25.0	.0		5.9
		.0	7.1	.0	5.6	.0	10.5	.0		
		.0	3.7	.0	.7	.0	1.5	.0		
PINE CYN	10.	1	8	0	3	0	4	1		17
		5.9	47.1	.0	17.6	.0	23.5	5.9		12.6
		5.9	11.4	.0	14.7	.0	21.1	33.3		
		.7	5.9	.0	2.2	.0	3.0	.7		
RUSH VLY	11.	5	1	3	1	0	0	0		10
		50.0	10.0	30.0	10.0	.0	.0	.0		7.4
		29.4	1.4	42.9	5.6	.0	.0	.0		
		3.7	.7	2.2	.7	.0	.0	.0		
HRTG Y S	12.	6	9	1	2	0	1	0		19
		31.6	47.4	5.3	10.5	.0	5.3	.0		14.1
		35.3	12.9	14.3	11.1	.0	5.3	.0		
		4.4	6.7	.7	1.5	.0	.7	.0		
COLUMN TOTAL		17	70	7	18	1	19	3		135
TOTAL		12.6	51.9	5.2	13.3	.7	14.1	2.2		100.0

178

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 11

FILE NONAME (CREATION DATE = 08 MAY 80)

***** C R O S S T A B U L A T I O N O F *****
 VD14 CURRENT PLACEMENT BY VD12 COUNTY OF RESIDENCE
 ***** PAGE 1 OF 2

		V012														ROW TOTAL
		COUNT	ROW PCT	COL PCT	TOT PCT	Cache	Carbon	Davis	Duchense	Iron	Millard	Saltlake	San Juan	Sanpete		
V014						0.1	3.1	4.1	6.1	7.1	11.1	14.1	18.1	19.1	20.1	
UTAH B R	3.	0	0	0	6					0	1	21	0	0		45
		.0	.0	.0	13.3				2.2		2.2	46.7		.0	.0	33.3
		.0	.0	.0	40.0				100.0	.0	100.0	26.9		.0	.0	
		.0	.0	.0	4.4				.7	.0	.7	15.6		.0	.0	
ARTEC	7.	1	1	0	0				0	0	0	27	0	0		30
		3.3	3.3	.0	.0				.0	.0	.0	90.0		.0	.0	22.2
		50.0	50.0	.0	.0				.0	.0	.0	34.6		.0	.0	
		.7	.7	.0	.0				.0	.0	.0	20.0		.0	.0	
ODYSSEY	8.	0	1	0	1				0	0	0	4	0	0		6
		.0	16.7	.0	16.7				.0	.0	.0	46.7		.0	.0	4.4
		.0	50.0	.0	10.0				.0	.0	.0	6.1		.0	.0	
		.0	.7	.0	.7				.0	.0	.0	3.0		.0	.0	
MANHATTN	9.	0	0	0	0				0	0	0	7	0	0		8
		.0	.0	.0	.0				.0	.0	.0	87.5		.0	.0	5.9
		.0	.0	.0	.0				.0	.0	.0	9.0		.0	.0	
		.0	.0	.0	.0				.0	.0	.0	5.2		.0	.0	
PINE CYN	10.	0	0	0	3				0	1	0	10	0	0		17
		.0	.0	.0	17.6				.0	5.9	.0	58.8		.0	.0	12.6
		.0	.0	.0	30.0				.0	100.0	.0	12.8		.0	.0	
		.0	.0	.0	2.2				.0	.7	.0	7.4		.0	.0	
RUSH VLY	11.	0	0	0	0				0	0	0	3	0	0		10
		.0	.0	.0	.0				.0	.0	.0	30.0		.0	.0	7.4
		.0	.0	.0	.0				.0	.0	.0	3.8		.0	.0	
		.0	.0	.0	.0				.0	.0	.0	2.2		.0	.0	
HRTG Y S	12.	1	0	1	0				0	0	0	6	3	1		19
		5.3	.0	6.3	.0				.0	.0	.0	31.6	15.8	5.3		14.1
		50.0	.0	100.0	.0				.0	.0	.0	7.7	100.0	100.0		
		.7	.0	.7	.0				.0	.0	.0	4.4	2.2	.7		
COLUMN TOTAL		2	2	1	10				1	1	1	78	3	1		135
(CONTINUED)		1.5	1.5	.7	7.4				.7	.7	.7	57.8	2.2	.7		100.0

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 12

FILE NONAME (CREATION DATE = 08 MAY 80)

***** C R O S S T A B U L A T I O N O F *****
 VO14 CURRENT PLACEMENT BY VO12 COUNTY OF RESIDENCE
 ***** PAGE 2 OF 2

081

		VO12							ROW TOTAL	
		COUNT								
		ROW PCT	Sevier	Tooele	Uintah	Utah	Washington	Weber		
VO14		COL PCT TOT PCT	21.1	23.1	24.1	25.1	27.1	29.1		
UTAH B R	3.	0	0	0	4	2	8	45		
		.0	.0	.0	13.3	4.4	17.8	33.3		
		.0	.0	.0	37.5	100.0	80.0			
		.0	.0	.0	4.4	1.5	5.9			
ARTEC	7.	0	0	1	0	0	0	30		
		.0	.0	2.3	.0	.0	.0	22.2		
		.0	.0	100.0	.0	.0	.0			
		.0	.0	.7	.0	.0	.0			
ODYSSEY	8.	0	0	0	0	0	0	4		
		.0	.0	.0	.0	.0	.0	4.4		
		.0	.0	.0	.0	.0	.0			
		.0	.0	.0	.0	.0	.0			
MANHATTN	9.	0	1	0	0	0	0	8		
		.0	12.5	.0	.0	.0	.0	5.9		
		.0	25.0	.0	.0	.0	.0			
		.0	.7	.0	.0	.0	.0			
PINE CYN	10.	1	0	0	0	0	2	17		
		5.9	.0	.0	.0	.0	11.8	12.6		
		50.0	.0	.0	.0	.0	20.0			
		.7	.0	.0	.0	.0	1.5			
RUSH VLY	11.	0	1	0	4	0	0	10		
		.0	10.0	.0	40.0	.0	.0	7.4		
		.0	25.0	.0	37.5	.0	.0			
		.0	.7	.0	4.4	.0	.0			
HRTG Y S	12.	1	2	0	4	0	0	19		
		5.3	10.5	.0	21.1	.0	.0	14.1		
		50.0	50.0	.0	25.0	.0	.0			
		.7	1.5	.0	3.0	.0	.0			
COLUMN		2	4	1	16	2	10	135		
TOTAL		1.5	3.0	.7	11.9	1.5	7.4	100.0		

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 13

FILE NONAME (CREATION DATE = 08 MAY 80)

***** C R O S S T A B U L A T I O N O F *****
 VO14 CURRENT PLACEMENT BY VO14 AGE AT ENTRANCE
 ***** PAGE 1 OF 1

		VO14							
		COUNT	12.1	13.1	14.1	15.1	16.1	17.1	18.1
		ROW PCT							
		COL PCT							
		TOT PCT							
VO14									ROW TOTAL
3.									
UTAH B R									
7.									
ARTEC									
8.									
ODYSSEY									
9.									
HANHATTN									
10.									
PINE CYN									
11.									
RUSH ELY									
12.									
HRTG Y S									
COLUMN TOTAL									

181

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 15

FILE NONAME (CREATION DATE = 08 MAY 80)

***** CROSSTABULATION OF *****
VO14 CURRENT PLACEMENT BY VO18 [03] PRIOR PLACEMENT
***** PAGE 1 OF 2

		VO18											ROW TOTAL
		COUNT											
		ROW PCT	UTAH B R	ARTEC	MANHATTN	RUSH VLY	HRTG Y S	OTHR GH	YDC-COMT	YDC-OBSV	CATY-ALT	FSTR-CR	
		COL PCT											
VO14	TOT PCT		3.1	7.1	9.1	11.1	12.1	14.1	15.1	16.1	17.1	18.1	
UTAH B R	3.	5	1	0	4	0	1	1	1	1	0	12	45
		11.1	2.2	.0	8.9	.0	2.2	2.2	2.2	2.2	.0	24.7	33.3
		71.4	25.0	.0	57.1	.0	12.5	100.0	20.0	.0	.0	37.5	
		3.7	.7	.0	3.0	.0	.7	.7	.7	.7	.0	8.9	
ARTEC	7.	0	2	0	0	0	3	0	0	0	0	5	30
		.0	6.7	.0	.0	.0	10.0	.0	.0	.0	.0	14.7	22.2
		.0	50.0	.0	.0	.0	37.5	.0	.0	.0	.0	15.4	
		.0	1.5	.0	.0	.0	2.2	.0	.0	.0	.0	3.7	
ODYSSEY	8.	0	0	0	0	0	0	0	0	0	0	1	4
		.0	.0	.0	.0	.0	.0	.0	.0	.0	.0	14.7	4.4
		.0	.0	.0	.0	.0	.0	.0	.0	.0	.0	3.1	
		.0	.0	.0	.0	.0	.0	.0	.0	.0	.0	.7	
MANHATTN	9.	0	0	1	0	0	1	0	0	0	1	1	8
		.0	.0	12.5	.0	.0	12.5	.0	.0	.0	12.5	12.5	5.9
		.0	.0	100.0	.0	.0	12.5	.0	.0	.0	33.3	3.1	
		.0	.0	.7	.0	.0	.7	.0	.0	.0	.7	.7	
PINE CYN	10.	2	1	0	1	0	2	0	4	1	1	1	17
		11.8	5.9	.0	5.9	.0	11.8	.0	23.5	5.9	5.9	5.9	12.4
		28.6	25.0	.0	14.3	.0	25.0	.0	80.0	33.3	3.1	3.1	
		1.5	.7	.0	.7	.0	1.5	.0	3.0	.7	.7	.7	
RUSH VLY	11.	0	0	0	1	1	0	0	0	0	0	4	10
		.0	.0	.0	10.0	10.0	.0	.0	.0	.0	.0	40.0	7.4
		.0	.0	.0	14.3	50.0	.0	.0	.0	.0	.0	12.5	
		.0	.0	.0	.7	.7	.0	.0	.0	.0	.0	3.0	
HRTG Y S	12.	0	0	0	1	1	1	0	0	1	1	8	19
		.0	.0	.0	5.3	5.3	5.3	.0	.0	5.3	42.1	14.1	14.1
		.0	.0	.0	14.3	50.0	12.5	.0	.0	33.3	25.0	5.9	
		.0	.0	.0	.7	.7	.7	.0	.0	.7	.7	5.9	
COLUMN TOTAL			7	4	1	7	2	8	1	5	3	32	135
TOTAL			5.2	3.0	.7	5.2	1.5	5.9	.7	3.7	2.2	23.7	100.0

(CONTINUED)

(CONTINUED)

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 16

FILE NONAME (CREATION DATE = 08 MAY 80)

..... C R O S S T A B U L A T I O N O F
 VO14 CURRENT PLACEMENT BY VO18 ^{last} PRIOR PLACEMENT
 PAGE 2 OF 2

	COUNT			ROW TOTAL
	ROW PCT	HOME	ROW	
	COL PCT			
	TOT PCT			
VO14		21.1		
UTAH B R	3.	20	45	
		44.4	33.3	
		30.8		
		14.8		
ARTEC	7.	20	30	
		66.7	22.2	
		30.8		
		14.8		
ODYSSEY	8.	5	4	
		83.3	4.4	
		7.7		
		3.7		
MANHATTN	9.	4	8	
		50.0	5.9	
		6.2		
		3.0		
PINE CYN	10.	5	17	
		29.4	12.6	
		7.7		
		3.7		
RUSH VLY	11.	4	10	
		40.0	7.4	
		4.2		
		3.0		
HRTG Y S	12.	7	19	
		36.8	14.1	
		10.8		
		5.2		
COLUMN TOTAL		65	135	
		48.1	100.0	

183

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 17

FILE NONAME (CREATION DATE = 08 MAY 80)

..... CROSSTABULATION OF
 VD14 CURRENT PLACEMENT BY VD19 PRIOR PLACEMENT AT YDC-OBSV ?
 PAGE 1 OF 1

181

		VD19		
		COUNT	YES	ROW
VD14	ROW PCT	NO		TOTAL
	COL PCT			
	TOT PCT	0.1	1.1	
UTAH B R	3.	43	2	45
		95.6	4.4	33.3
		33.6	28.6	
		31.9	1.5	
ARTEC	7.	30	0	30
		100.0	.0	22.2
		23.4	.0	
		22.2	.0	
ODYSSEY	8.	4	0	4
		100.0	.0	4.4
		4.7	.0	
		4.4	.0	
MANHATTN	9.	7	1	8
		87.5	12.5	5.9
		5.5	14.3	
		5.2	.7	
PINE CYN	10.	13	4	17
		76.5	23.5	12.6
		10.2	57.1	
		9.6	3.0	
RUSH VLY	11.	10	0	10
		100.0	.0	7.4
		7.8	.0	
		7.4	.0	
HRTG Y S	12.	19	0	19
		100.0	.0	14.1
		14.8	.0	
		14.1	.0	
COLUMN		128	7	135
TOTAL		94.8	5.2	100.0

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 18

FILE NONAME (CREATION DATE = 08 MAY 80)

VO14 CURRENT PLACEMENT BY VO20 ~~EXPIRIOR~~ PLACEMENT AT YDC-COMMITMENT PAGE 1 OF 1

		COUNT		V020			
	ROW	PCT	NO	YES		ROW	
	COL	PCT				TOTAL	
	TOT	PCT		0.	1.		
V014							
	3.		44	1		45	
UTAH B R			97.8	2.2		33.3	
			32.8	100.0			
			32.6	.7			
	7.		30	0		30	
ARTEC			100.0	.0		22.2	
			22.4	.0			
			22.2	.0			
	8.		4	0		4	
ODYSSEY			100.0	.0		4.4	
			4.5	.0			
			4.4	.0			
	9.		8	0		8	
MANHATTN			100.0	.0		5.9	
			4.0	.0			
			5.9	.0			
	10.		17	0		17	
PINE CYN			100.0	.0		12.6	
			12.7	.0			
			12.6	.0			
	11.		10	0		10	
RUSH VLY			100.0	.0		7.4	
			7.5	.0			
			7.4	.0			
	12.		19	0		19	
HRTG Y S			100.0	.0		14.1	
			14.2	.0			
			14.1	.0			
COLUMN			134	1		135	
TOTAL			99.3	.7		100.0	

SNAPSHOT DESCRIPTION

08 MAY 80

PAGE 19

FILE NONAME (CREATION DATE = 08 MAY 80)

***** C R O S S T A B U L A T I O N O F *****
 VO14 CURRENT PLACEMENT BY VO21 PRIOR PLACEMENT AT CATY ALTERNATIVE?
 ***** PAGE 1 OF 1 *****

	COUNT		VO21		
	ROW PCT	NO	YES		ROW TOTAL
	COL PCT				
VO14	TOT PCT		0.1	1.1	
	3.	45	0		45
UTAH B R		100.0	.0		33.3
		34.6	.0		
		33.3	.0		
	7.	30	0		30
ARTEC		100.0	.0		22.2
		23.1	.0		
		22.2	.0		
	8.	6	0		6
ODYSSEY		100.0	.0		4.4
		4.6	.0		
		4.4	.0		
	9.	6	2		8
MANHATTN		75.0	25.0		5.9
		4.6	40.0		
		4.4	1.5		
	10.	16	1		17
PINE CYN		94.1	5.9		12.6
		12.3	20.0		
		11.9	.7		
	11.	10	0		10
RUSH VLY		100.0	.0		7.4
		7.7	.0		
		7.4	.0		
	12.	17	2		19
HRTG Y S		89.5	10.5		14.1
		13.1	40.0		
		12.6	1.5		
		130	5		135
COLUMN TOTAL		96.3	13.7		100.0

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 20

FILE NONAME (CREATION DATE = 08 MAY 80)

..... C R O S S T A B U L A T I O N O F
 VD14 CURRENT PLACEMENT BY VD22 ~~BY~~ PRIOR PLACEMENT IN FOSTER CARE?
 PAGE 1 OF 1

		VD22		
		COUNT		ROW
		ROW PCT	INO	TOTAL
		COL PCT	YES	
		TOT PCT		
VD14			0.1	1.1
UTAH B R	3.	31	14	45
		68.9	31.1	33.3
		34.1	31.8	
		23.0	10.4	
ARTEC	7.	23	7	30
		76.7	23.3	22.2
		25.3	15.9	
		17.0	5.2	
ODYSSEY	8.	5	1	6
		83.3	16.7	4.4
		5.5	2.3	
		3.7	.7	
MANHATTN	9.	6	2	8
		75.0	25.0	5.9
		4.4	4.5	
		4.4	1.5	
PINE CYN	10.	11	6	17
		44.7	35.3	12.6
		12.1	13.6	
		8.1	4.4	
RUSH VLY	11.	5	5	10
		50.0	50.0	7.4
		5.5	11.9	
		3.7	3.7	
HRTG Y S	12.	10	9	19
		52.6	47.4	14.1
		11.0	20.5	
		7.4	6.7	
COLUMN		91	44	135
TOTAL		67.4	32.6	100.0

187

SNAPSHOT DESCRIPTION

08 MAY 80

PAGE 21

FILE NONAME (CREATION DATE = 08 MAY 80)

***** CROSSTABULATION OF *****
 V014 CURRENT PLACEMENT BY V023 EX- PRIOR PLACEMENT IN GROUP HOME
 ***** PAGE 1 OF 1

		V023		
		COUNT		
V014	ROW PCT	NO	YES	ROW TOTAL
	COL PCT			
	TOT PCT	0.1	1.1	
UTAH B R	3.	33	12	45
		73.3	26.7	33.3
		32.7	35.3	
		24.4	8.9	
ARTEC	7.	23	7	30
		76.7	23.3	22.2
		22.8	20.6	
		17.0	5.2	
ODYSSEY	8.	6	0	6
		100.0	.0	4.4
		5.9	.0	
		4.4	.0	
MANHATTN	9.	5	3	8
		62.5	37.5	5.9
		5.0	8.8	
		3.7	2.2	
PINE CYN	10.	10	7	17
		58.8	41.2	12.6
		9.9	20.6	
		7.4	5.2	
RUSH VLY	11.	8	2	10
		80.0	20.0	7.4
		7.9	5.9	
		5.9	1.5	
HRTG Y S	12.	16	3	19
		84.2	15.8	14.1
		15.8	8.8	
		11.9	2.2	
COLUMN TOTAL		101	34	135
		74.8	25.2	100.0

881

SNAPSHOT DESCRIPTION

08 MAY 80

PAGE 22

FILE NONAME (CREATION DATE = 08 MAY 80)

***** CROSSTABULATION OF *****
 VO14 CURRENT PLACEMENT BY VO24 EXT REFERRED FOR CRIMES AGAINST PERSONS 1 62
 ***** PAGE 1 OF 1 *****

		COUNT		VO24		ROW TOTAL
ROW PCT	COL PCT	NO	YES			
TOT PCT				0.1	1.1	
VO14						
3.		43	2			45
UTAH B R		95.6	4.4			33.3
		33.6	28.6			
		31.9	1.5			
7.		29	1			30
ARTEC		96.7	3.3			22.2
		22.7	14.3			
		21.5	.7			
8.		6	0			6
ODYSSEY		100.0	.0			4.4
		4.7	.0			
		4.4	.0			
9.		6	2			8
HANHATTN		75.0	25.0			5.9
		4.7	28.6			
		4.4	1.5			
10.		15	2			17
PINE CYN		88.2	11.8			12.6
		11.7	28.6			
		11.1	1.5			
11.		10	0			10
RUSH VLY		100.0	.0			7.4
		7.8	.0			
		7.4	.0			
12.		19	0			19
HRTG Y S		100.0	.0			14.1
		14.8	.0			
		14.1	.0			
COLUMN TOTAL		128	7			135
		94.8	5.2			100.0

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 23

FILE NONAME (CREATION DATE = 08 MAY 80)

..... C R O S S T A B U L A T I O N O F
VO14 CURRENT PLACEMENT BY VO25 REFERRED FOR CRIMES AGAINST PERSONS 3
..... PAGE 1 OF 1

		V025		
COUNT		IND	YES	ROW TOTAL
ROW PCT	COL PCT			
TOT PCT				
V014		0.1	1.1	
	3.	43	2	45
UTAH B R		95.6	4.4	33.3
		33.1	40.0	
		31.9	1.5	
	7.	29	1	30
ARTEC		96.7	3.3	22.2
		22.3	20.0	
		21.5	.7	
	8.	6	0	6
ODYSSEY		100.0	.0	4.4
		4.6	.0	
		4.4	.0	
	9.	7	1	8
HANHATTN		87.5	12.5	5.9
		5.4	20.0	
		5.2	.7	
	10.	17	0	17
PINE CYN		100.0	.0	12.6
		13.1	.0	
		12.6	.0	
	11.	10	0	10
RUSH VLY		100.0	.0	7.4
		7.7	.0	
		7.4	.0	
	12.	18	1	19
HRTG Y S		94.7	5.3	14.1
		13.8	20.0	
		13.3	.7	
COLUMN		130	5	135
TOTAL		96.3	3.7	100.0

190

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 24

FILE NONAME (CREATION DATE = 08 MAY 80)

..... CROSSTABULATION OF
 VO14 CURRENT PLACEMENT BY VO26 REFERRED FOR CRIMES AGAINST PROPERTY FEL?
 PAGE 1 OF 1

		VO26		
		COUNT	IND	YES
		ROW PCT	NO	ROW
		COL PCT		TOTAL
		TOT PCT	0.1	1.1
VO14				
	3.	20	25	45
UTAH B R		44.4	55.6	33.3
		29.4	37.3	
		14.8	18.5	
	7.	18	12	30
ARTEC		60.0	40.0	22.2
		26.5	17.9	
		13.3	8.9	
	8.	1	5	6
ODYSSEY		16.7	43.3	4.4
		1.5	7.5	
		.7	3.7	
	9.	5	3	8
HANHATTN		62.5	37.5	5.9
		7.4	4.5	
		3.7	2.2	
	10.	5	12	17
PINE CYN		29.4	70.6	12.6
		7.4	17.9	
		3.7	8.9	
	11.	6	4	10
RUSH VLY		60.0	40.0	7.4
		8.8	6.0	
		4.4	3.0	
	12.	13	6	19
HRTG Y S		68.4	31.6	14.1
		19.1	9.0	
		9.6	4.4	
COLUMN		68	67	135
TOTAL		50.4	49.6	100.0

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 25

FILE NONAME (CREATION DATE = 08 MAY 80)

..... CROSSTABULATION OF
 VO14 CURRENT PLACEMENT BY VO27 ~~EX~~REFERRED FOR CRIMES AGAINST PERSONS HSDM?
 PAGE 1 OF 1

		VO27		ROW TOTAL
		COUNT		
VO14	ROW PCT	NO	YES	
	COL PCT			
	TOT PCT	0.1	1.1	
UTAH B R	3.	39	6	45
		86.7	13.3	33.3
		33.1	35.3	
		28.9	4.4	
ARTEC	7.	28	2	30
		93.3	6.7	22.2
		23.7	11.8	
		20.7	1.5	
ODYSSEY	8.	6	0	6
		100.0	.0	4.4
		5.1	.0	
		4.4	.0	
MANHATTN	9.	8	0	8
		100.0	.0	5.9
		4.8	.0	
		5.9	.0	
PINE CYN	10.	16	1	17
		94.1	5.9	12.6
		13.6	5.9	
		11.9	.7	
RUSH VLY	11.	8	2	10
		80.0	20.0	7.4
		6.8	11.8	
		5.9	1.5	
HRTG Y S	12.	13	6	19
		68.4	31.6	14.1
		11.0	35.3	
		9.6	4.4	
COLUMN		118	17	135
TOTAL		87.4	12.6	100.0

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 26

FILE NONAME (CREATION DATE 4 08 MAY 80)

***** C R O S S T A B U L A T I O N O F *****
 VO14 CURRENT PLACEMENT BY VO28 ~~IS~~REFERRED FOR OTHER CRIMES?
 ***** PAGE 1 OF 1

		VO28		ROW TOTAL
		COUNT		
VO14	ROW PCT	IND	YES	
	COL PCT			
	TOT PCT			
			0.1	1.1
UTAH B R	3.	7	38.	33.3
		15.6	84.4	
		28.0	34.5	
		5.2	38.1	
ARTEC	7.	7	23	30
		23.3	76.7	22.2
		28.0	20.9	
		5.2	17.0	
ODYSSEY	8.	1	5	6
		16.7	83.3	4.4
		4.0	4.5	
		.7	3.7	
MANHATTN	9.	1	7	8
		12.5	87.5	5.9
		4.0	4.4	
		.7	5.2	
PINE CYN	10.	1	16	17
		5.9	94.1	12.6
		4.0	14.5	
		.7	11.9	
RUSH VLY	11.	4	6	10
		40.0	60.0	7.4
		16.0	5.5	
		3.0	4.4	
HRTG Y S	12.	4	15	19
		21.1	78.9	14.1
		16.0	13.6	
		3.0	11.1	
COLUMN		25	110	135
TOTAL		18.5	81.5	100.0

SNAPSHOT DESCRIPTION

08 MAY 80

PAGE 27

FILE NONAME (CREATION DATE = 08 MAY 80)

***** CROSSTABULATION OF *****
 V014 CURRENT PLACEMENT BY V029 PREFERRED STATUS OFFENSES *****
 ***** PAGE 1 OF 1 *****

		V029		
		COUNT		
ROW	PCT	NO	YES	ROW
COL	PCT			TOTAL
TOT	PCT			
V014				
	3.	15	30	45
UTAH B R		33.3	66.7	33.3
		27.8	37.0	
		11.1	22.2	
	7.	14	16	30
ARTEC		46.7	53.3	22.2
		25.9	19.8	
		10.4	11.9	
	8.	0	4	4
ODYSSEY		.0	100.0	4.4
		.0	7.4	
		.0	4.4	
	9.	1	7	8
MANHATTN		12.5	87.5	5.9
		1.9	8.6	
		.7	5.2	
	10.	7	10	17
PINE CYN		41.2	58.8	12.6
		13.0	12.3	
		5.2	7.4	
	11.	7	3	10
RUSH VLY		70.0	30.0	7.4
		13.0	3.7	
		5.2	2.2	
	12.	10	9	19
HRTG Y S		52.6	47.4	14.1
		18.5	11.1	
		7.4	6.7	
COLUMN		54	81	135
TOTAL		40.0	60.0	100.0

761

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 28

FILE NONAME (CREATION DATE = 08 MAY 80)

..... CROSS TABULATION OF
 VO14 CURRENT PLACEMENT BY VO30 EXREFERRED AS A DEPENDENCY OR NEGLECT CASE?
 PAGE 1 OF 1

	COUNT	VO30		ROW TOTAL
		NO	YES	
		ROW PCT	COL PCT	
		COL PCT	TOT PCT	
VO14				
	3.	25	20	45
UTAH B R		55.6	44.4	33.3
		32.9	33.9	
		18.5	14.8	
	7.	20	10	30
ARTEC		66.7	33.3	22.2
		26.3	16.9	
		14.8	7.4	
	8.	3	3	6
ODYSSEY		50.0	50.0	4.4
		3.9	5.1	
		2.2	2.2	
	9.	4	4	8
MANHATTN		50.0	50.0	5.9
		5.3	6.8	
		3.0	3.0	
	10.	10	7	17
PINE CYN		58.8	41.2	12.6
		13.2	11.9	
		7.4	5.2	
	11.	5	5	10
RUSH VLY		50.0	50.0	7.4
		6.6	8.5	
		3.7	3.7	
	12.	9	10	19
HRTG Y S		47.4	52.6	14.1
		11.8	16.9	
		6.7	7.4	
COLUMN TOTAL		76	59	135
		56.3	43.7	100.0

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 29

FILE NONAME (CREATION DATE = 08 MAY 80)

CROSS TABULATION OF
VO14 CURRENT PLACEMENT BY VO31 WORST ADJUDICATED REFERRAL
PAGE 1 OF 1

		VO31										ROW TOTAL	
VO14	COUNT												
	ROW PCT												
	COL PCT												
		TOT PCT	0.1	1.1	2.1	3.1	4.1	5.1	6.1	7.1			
UTAH B R	3.		0	2	2	21	1	13	5	1	45		
			.0	4.4	4.4	46.7	2.2	28.9	11.1	2.2	33.3		
			.0	28.6	50.0	35.4	11.1	34.2	50.0	14.3			
			.0	1.5	1.5	15.4	.7	9.6	3.7	.7			
ARTEC	7.		1	1	1	10	1	12	3	1	30		
			3.3	3.3	3.3	33.3	3.3	40.0	10.0	3.3	22.2		
			100.0	14.3	25.0	16.9	11.1	31.4	30.0	14.3			
			.7	.7	.7	7.4	.7	8.9	3.2	.7			
ODYSSEY	8.		0	0	0	5	0	1	0	0	6		
			.0	.0	.0	83.3	.0	16.7	.0	.0	4.4		
			.0	.0	.0	8.5	.0	2.5	.0	.0			
			.0	.0	.0	3.7	.0	.7	.0	.0			
MANHATTN	9.		0	2	0	2	0	3	1	0	8		
			.0	25.0	.0	25.0	.0	37.5	12.5	.0	5.9		
			.0	28.6	.0	3.4	.0	7.9	10.0	.0			
			.0	1.5	.0	1.5	.0	2.2	.7	.0			
PINE CYN	10.		0	2	0	11	0	3	0	1	17		
			.0	11.8	.0	44.7	.0	17.4	.0	5.9	12.6		
			.0	28.6	.0	19.4	.0	7.9	.0	14.3			
			.0	1.5	.0	8.1	.0	2.2	.0	.7			
RUSH VLY	11.		0	0	0	4	2	1	0	3	10		
			.0	.0	.0	40.0	20.0	10.0	.0	30.0	7.4		
			.0	.0	.0	6.8	22.2	2.4	.0	42.9			
			.0	.0	.0	3.0	1.5	.7	.0	2.2			
HRTG Y S	12.		0	0	1	6	5	5	1	5	19		
			.0	.0	5.3	31.6	26.3	26.3	5.3	5.3	14.1		
			.0	.0	25.0	10.2	55.6	13.2	10.0	14.3			
			.0	.0	.7	4.4	3.7	3.7	.7	.7			
COLUMN TOTAL			1	7	4	59	9	38	10	7	135		
TOTAL			.7	5.2	3.0	43.7	6.7	28.1	7.4	5.2	100.0		

SNAPSHOT DESCRIPTION

08 MAY 80 PAGE 30

FILE NONAME (CREATION DATE = 08 MAY 80)

..... CROSSTABULATION OF
 VO14 CURRENT PLACEMENT BY VO32 EVER ON PROBATION?
 PAGE 1 OF 1

		VO32			
		COUNT			
		ROW PCT	NO	YES	ROW TOTAL
		COL PCT			
		TOT PCT			
VO14			0.1	1.1	
UTAH B R	3.	20	25		45
		44.4	55.6		33.3
		30.3	36.2		
		14.8	18.5		
ARTEC	7.	18	12		30
		60.0	40.0		22.2
		27.3	17.4		
		13.3	8.9		
ODYSSEY	8.	4	2		6
		44.7	33.3		4.4
		4.1	2.9		
		3.0	1.5		
MANHATTN	9.	5	3		8
		42.5	37.5		5.9
		7.6	4.3		
		3.7	2.2		
PINE CYN	10.	4	13		17
		23.5	76.5		12.6
		6.1	18.8		
		3.0	9.6		
RUSH VLY	11.	7	3		10
		70.0	30.0		7.4
		10.6	4.3		
		5.2	2.2		
HRTG Y S	12.	8	11		19
		42.1	57.9		14.1
		12.1	15.9		
		5.9	8.1		
COLUMN TOTAL		66	69		135
		48.9	51.1		100.0

197

END