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ABSTRACT

The third and final volume of a project designed to help North Carolina counties plan community based facilities for status offenders describes an approach to evaluating existing programs and proposed new ones. Instructions are given for collection of data on service resources through completion of worksheets specifying information on such topics as program type, provider name, characteristics of the program that differ from defined program type, need that program affects, population served or project to be served, and total program cost. Guidelines for recollecting the data each year are given. (CL)

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Center for Urban Affairs and Community Services
North Carolina State University
Raleigh, North Carolina

1978

STATUS OFFENDER PROJECT
SERVICE RESOURCES WORKBOOK

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The Urban Affairs s[illegible] [illegible] significantly [illegible] this project include: Jim Da[illegible] [illegible] Miller, [illegible] [illegible]ipes, [illegible] Managers; Bill Freyer, [illegible] and Dav[illegible] [illegible] [illegible]puting [illegible] Ann DeMaine, Training Coordinator; Anne Walker, Res[illegible] Assistant; John Condrey, Graduate Assistant; Brenda [illegible], Donna Hollis, [illegible] Mills, and Paula Taylor, [illegible] Support Staff; and Lenora McQuillan, Project Secretary. [illegible] efforts are greatly appreciated.

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PREFACE

The passage of H. B. 456 in 1975 by the North Carolina General Assembly mandated that status offenders no longer be committed to training schools. Additionally, counties were given the responsibility to provide alternative programs to meet the needs of juveniles who have committed status offenses. In response to this mandate, the Community-Based Alternatives (CBA) Section of the Department of Human Resources contracted with the Center for Urban Affairs and Community Services (CUACS) at North Carolina State University to conduct a two-part project designed to assist counties in planning community-based programs. The County Data Reports, Service Resources Workbook, and Planning Decision Workbook are products of that effort.

A fundamental problem facing counties planning programs was the lack of adequate information about the needs of both status offenders and youth "at risk" of entering the juvenile justice system. The first phase of the project was designed to address this problem through a statewide needs assessment, which was conducted between July and October, 1977. Survey methodology and data results are reported in the County Data Reports.

An accurate profile of the needs of these youth is only one component of the planning process. Another component of rational planning is an evaluation of existing and proposed new services and programs for status offenders and youth "at risk." The Service Resources Workbook instructs the user in gathering this assessment information.

Task forces for the most part have had little exposure to setting goals or recommending programs to meet specific goals. In an effort to provide technical assistance to these groups, a Planning Decision Model which uses the information contained in the County Data Reports and gathered in the Service Resources Assessment has been developed at CUACS. The planning process is documented in the Planning Decision Workbook. The CBA Section has worked closely with CUACS in developing the Planning Decision Model, and will provide on-site technical assistance in using the model to local task forces.

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INTRODUCTION

This [illegible] book contains the data collection information [illegible] format needed by each task force conducting the Service Resources Assessment (SRA). This assessment will provide the task forces with information necessary to complete the planning process outlined in the Planning Decision Workbook.

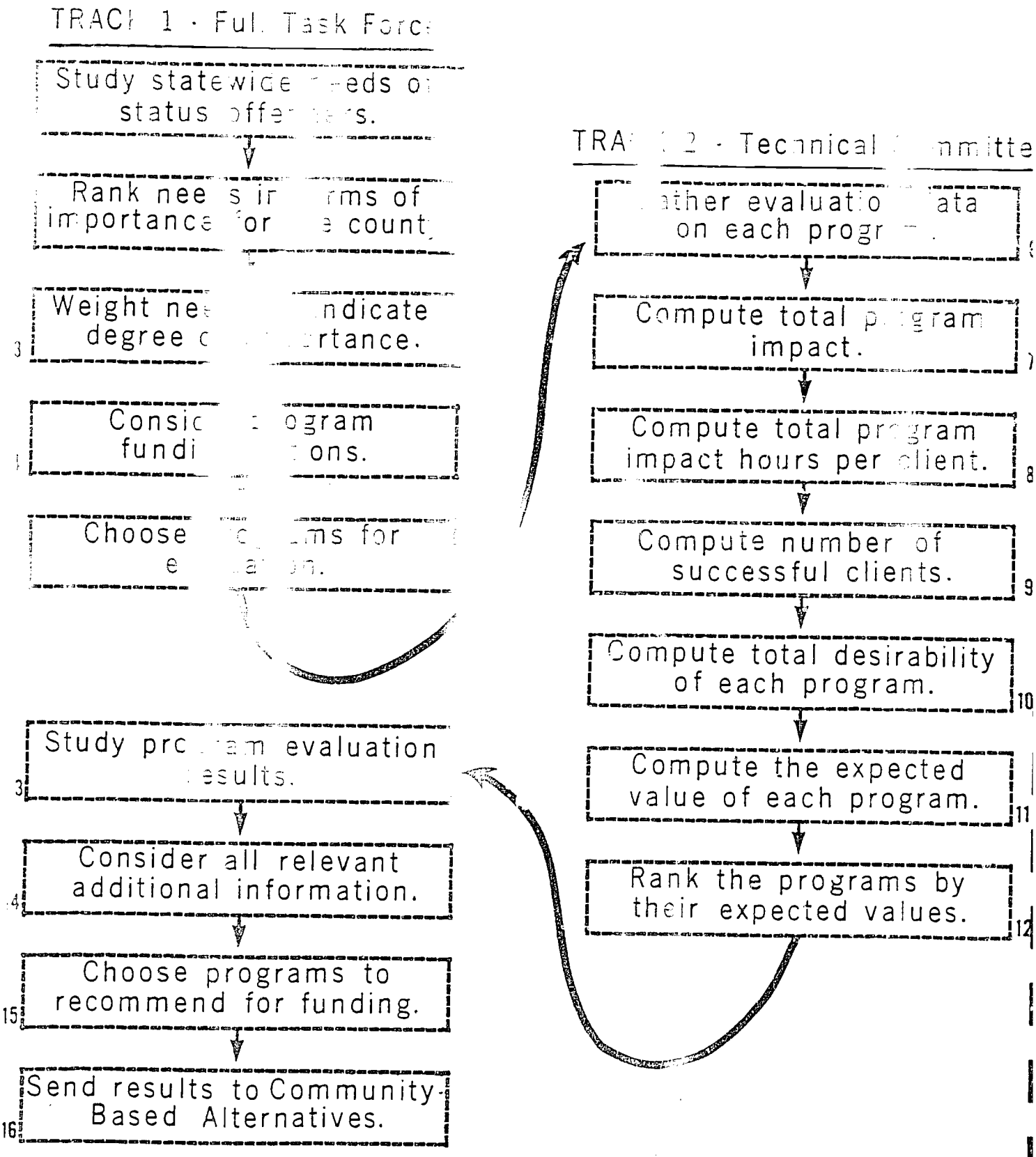
The assessment will examine data on programs which address the needs of status offenders and others at risk of youth "at risk" of entering the juvenile justice system. Information on each program will include service components, capacity, present caseload, average number of hours of service per client, and evaluations of the program's impact on the needs of the county's status offenders. These data, along with County management information, provide the minimum data necessary for the task forces to plan programs effectively for status offenders and for youth at risk of entering the justice system. In developing the planning process, which includes the Service Resources Assessment, an effort has been made to keep the time necessary for the task forces to complete the process at a minimum.

The Planning Decision Process and the Role of Service Resources Assessment

A diagram of the planning decision process as it is described in the Planning Decision Workbook is displayed on the following page (Figure 1). The Service Resources Workbook explains step six of this process.

The Service Resources Assessment is conducted after the task force has made some preliminary decisions about the types of programs it is interested in examining. These decisions will influence the scope of the assessment, as data will be gathered only on the types of programs the task force is interested in recommending for funding.

STATUS OFFENDER PLANNING DECISION MODEL



II. CONDUCTING THE SERVICE RESOURCES ASSESSMENT

The following section explains the purpose and scope of the Service Resources Assessment and outlines possible roles of participants.

Participation in the Service Resources Assessment

The Service Resources Assessment and several subsequent steps of the planning decision process (steps 6-12, Figure 1) can probably best be conducted by a task force committee. This committee, which will be referred to throughout this document as the technical committee, will interview service providers and assess the impact of their service programs on status offenders. The committee will then analyze the relative merits of various service programs and program types and report this information back to the whole task force. This analysis will be considered by the task force in making its funding recommendations.

The bulk of the technical committee's data collection activity will take place at the outset of the process (step 6, Figure 1). However, it is likely that throughout the later steps of the planning process the committee will respond to task force requests for information on newly received proposals or on new programs of interest to the task force.

Role of Field Consultants

While this document is designed to be self-explanatory, Field Consultants from the Community-Based Alternatives (CBA) Section are available to the task force to answer questions about the assessment and to provide technical assistance. They can provide general data and information on program types or refer task forces to appropriate data sources. The consultants are available to the task forces to help them implement programs and to assist task forces in writing

program agreement[illegible]ese consultants will also serve as task force liaisons to [illegible]nel at the NCSU's Center for Urban Affairs and Community Ser[illegible]nd to central office CBA staff. Any questions concerning t[illegible]ervice Resources Assessment procedures left unanswered by this w[illegible]ook should be directed to the appropriate CBA Field Consultant for the county concerned.

Scope of the Assessment

The program types that a task force considers when making preliminary decisions about its areas of interest (step 4, Figure 1) are listed on the following page (Figure 2) and defined in Appendix A. Information on a county's need for programs of each type is provided in the County Data Reports. Assessment data will include information on specific service programs within program types as well as total level of service provided. Thus, program-specific data will be gathered not only on service programs for which the task force has received proposals but also on other service programs that fall within the selected program types. For example, in Jefferson County, a hypothetical county, the task force has a proposal from Treatment Associates to provide a counseling program. The task force would not only gather data on that program but also on all other counseling programs in the county which serve status offenders or youth at risk.

Three factors will influence the length of time necessary for each participating task force member to invest in completing a SRA for a county. These factors are:

1. number of program types determined by the task force to be needed in a county;
2. number of existing services programs in the county of these types; and
3. number of task force members participating in the assessment.

EXAMPLE

A medium-sized county, Jefferson County, is interested in investigating 12 program types for funding; these program types having an average of three existing providers

Figure 2

PROGRAM CATEGORIES	PROGRAM TYPES
TREATMENT	
	COUNSELING
	DRUG/ALCOHOL ABUSE TREATMENT
	FAMILY COUNSELING
	GROUP HOME
	IN-PATIENT PSYCHIATRIC CARE
	INTENSIVE PSYCHIATRIC/PSYCHOLOGICAL CARE
	SPECIAL FOSTER CARE
CRISIS INTERVENTION	
	CLOSE-SECURITY DETENTION
	PLACEMENT WITH RELATIVES
	TEMPORARY SHELTER CARE
PREVENTION	
	ADULT VOLUNTEER
	ALTERNATIVE SCHOOL
	DRUG/ALCOHOL ABUSE EDUCATION
	EXCEPTIONAL CHILDREN'S EDUCATION
	GENERAL FOSTER CARE
	JOB PLACEMENT
	PARENTING SKILLS EDUCATION
	RECREATIONAL
	REMEDIAL EDUCATION
	STRUCTURED DAILY ENVIRONMENT
	VOCATIONAL EDUCATION

each. The task force thus needs to collect client data on 36 service programs. It will also probably investigate at least one program or proposal within each of these program types as a possible recipient of funding. In Jefferson County, there are new service program proposals for half of the program types; for the other half, the task force will investigate expansions of existing services.

Assuming it would take a maximum of one hour to collect client data on a provider, and two-and-a-half hours (or one-and-a-half additional hours) to collect complete assessment data on a provider, the task force in Jefferson County estimates liberally that it will take 60 hours of members' time to complete the SRA.

36 existing programs	x 1 hour	= 36 hours
6 existing programs	x 1 ½ hours	= 9 hours
6 new programs	x 2 ½ hours	= 15 hours
		60 hours

A two-member committee in Jefferson County will need to schedule 30 hours of each member's time for the assessment; a five-member committee, 12 ½ hours each. This time would be spread over the two to three months allotted to the committee to complete the assessment. Each committee member will therefore, need to plan to spend from one to three hours per week on the assessment.

If a committee were investigating more programs or program types than the committee in the above example, the time members would have to volunteer for the assessment would increase; fewer programs or program types would mean a decrease in time.

The data collection procedure for a specific program type can assume one of four forms:

1. *Proposed Programs.* If there is a proposal before the task force for a service program which fits into the program type, or if the task force is considering a program for possible funding, the data collector will gather data on the cost, client capacity, service hours, and impact on status offender needs. Also, general client figures on other service programs in the county which fall within the program type will be collected.

2. *Existing Programs: Unmet Demand.* The second data collection procedure will be used with program types 1) for which there are existing service programs that are not meeting program demand,

and 2) for which there are no program proposals. In this instance, possible program expansions may be investigated. Data on cost, client counts, and service impact would then be collected on a variety of potential service program expansions which the task force would be willing to consider for funding. Figures on the number of clients served would be gathered for all other existing service programs of the program type.

3. *Existing Programs: Uncertain Demand.* The third data collection procedure will be used if the task force is uncertain that there is an unmet need for a specific program type in the county. The task force will gather client counts on all providers of programs within that type and compare this "met" need against the need for that type of program as revealed in the County Data Report.

4. *No Existing or Proposed Program.* If the task force is interested in a program type for which there are no existing or proposed programs in the county, general information on the program type will be gathered from out-of-county providers. For example, in many counties that have no group homes, task forces which want to consider funding group homes will not have proposals before them for such facilities. These task forces will want to ask their CBA Field Consultants for information on client numbers and service costs of these programs.

If a task force is interested in only funding programs for status offenders, it need only collect data on these youth. If it is considering programs for both status offenders and youth at risk, it should collect data on youth, status offenders, and youth at risk. The youth figures minus the status offender figures will be used in lieu of youth at risk data for last year.

Contacts for Programs Being Assessed

The task force will need to contact several sources to gather SRA data. Juvenile Court Counselors, service program providers, and CBA Field Consultants should be able to provide the necessary information.

Court Counselors. The Juvenile Court Counselors are the persons in the county who are most likely to be familiar with programs in the county which serve status offenders. Contacting them should be a first step of a technical committee's data collection efforts. It must be remembered, however, that the counselors will need to place this request for assistance behind his first priority, which is the children in his caseload. Each Juvenile Court Counselor should be given a list of the program types the task force is investigating. He should be asked to list all service programs within these program types to which he has referred status offenders or which he knows serve status offenders. These program lists can be used by the technical committee as the basis for its data collection efforts. Court Counselors may also be able to provide the committee with estimates or actual numbers of status offenders who are served by each program. These estimates, when available, should be preferred to provider estimates of the number of status offenders served.

Service Program Providers. The committee should contact the program director or service supervisor of all the county's service programs which fall within program types of interest. If a service program is being considered for funding, the technical committee should ask the director about program cost, numbers of clients, program characteristics, impact on needs, and length of service. For service programs which fall within program types of interest but which are not being considered for funding, the technical committee will collect information on the number of youth and status offenders served by the program last year.

CBA Field Consultants. For program types of interest to the task force for which there are no providers in the county, the CBA Field Consultants can provide needed data or referral to an appropriate data source.

Definition of Status Offenders and Youth at Risk

Not all youth-related service programs serve status offenders or youth at risk. It is critical that the task force consider only those programs which address the needs of these two groups. The definitions of these groups were used in the Statewide Status Offender Needs Assessment and should be followed throughout the planning decision process for the sake of consistency.

Youth: the population younger than 18 years old.

Status Offender: Includes any youth who, 1) has a retained hearing for a status offense, or 2) is charged with a probation violation from a status offense, or 3) has retained hearings for mixed offenses (status and delinquent) where the first offense is a status offense.

Status Offense: an act or conduct which is declared by statute to be an offense, but only when committed or engaged in by a juvenile under 18, and which can be adjudicated only in court. A status offense includes truancy, running away from home, being beyond parental control, or being regularly in places unlawful for children to be.

Youth "at risk": youth who have a history of disciplinary action taken against them in the school system. These youth have had no retained charges in the court system but are considered, because of their behavior, liable to enter the juvenile justice system.

III. INSTRUCTIONS: SERVICE RESOURCES ASSESSMENT DATA COLLECTION

An SRA Worksheet (Figure 3) should be completed for each service program which falls within the program types of interest to the task force. Additional worksheets will be filled out for providers who offer more than one program within these program types. Explanations of items and directions for completing the worksheet follow.

The worksheet is designed to be flexible. It allows for information gathering in a consistent manner, whether the worksheet is being completed for a proposed project that does not presently exist, an expansion or continuation of an existing program, or even for a program idea that has no present proposal. Different combinations of worksheet items will be asked of providers of service programs being considered for funding; providers of programs not being considered for funding; and out-of-county data sources for programs not offered in the county. The following chart indicates the items to be filled in for each situation.

Worksheet Item / Situation	1	2	3	4	5	6 or 7 or 8	9	10	11	12
Program considered for funding	X	X	X	X	X	X	X	X	X	X (Expanding)
Other programs of program types										X
Out-of-county source	X			X		X (8)	X	X		

Providers of Service Programs Being Considered for Funding. If a proposal is before the task force for a new service program, an expansion of an existing program, or for a continuation of an existing program, the task force should gather information for items 1-5, 9-11, and either 6, 7, or 8 on these programs. Information will be entered in item 12 for expanding programs.

Providers of Programs not Being Considered for Funding. The task force should gather information for item 12 for all other existing service programs in the county which fall within each program type of interest and which serve status offenders and youth at risk.

Out-of-County Data Sources for Programs not Offered in the County. For program types of interest to the task force for which there are no programs or proposals in the county, the task force should gather data from out-of-county sources on the needs the program impacts, cost per client or cost per hour of service, and length of service. It should also get an estimate of program capacity; this estimate should be inserted into item 8c. Information would then be gathered for items 1, 4, 8c, 9, 10.

Instructions for Completing the Service Resources Assessment Worksheet

The following section explains in detail the information which should be gathered for each item on the Service Resources Assessment Worksheet (SRAW). The data collection will be aided greatly be sending the service provider a list of the needs and programs, as well as the SRAW, prior to an interview. A completed sample questionnaire is presented in Figure 3a.

Item 1: Program type. Indicate the program type into which the service program being surveyed fits or for which general information is being collected. A list of all program types is in Figure 2.

Item 2: Provider name. List the program and provider's names. If the program is commonly known by more than one name, list them here.

Figure 3 SERVICE RESOURCES ASSESSMENT WORKSHEET FOR EACH PROGRAM FOR EACH PROVIDER

1. Program type _____
2. Provider name _____
3. Characteristics of program which differ from defined program type (Appendix A)

_____

_____

_____

_____

_____

_____

(continue on another sheet if necessary)

4. Needs that program impacts

Needs Program Impacts	Need #1	Need #2	Need #3	Need #4	Need #5	Need #6
	Acceptable Social and Interpersonal Values	Appropriate Education	Appropriate Living Situation	Mental Health	Physical Health	Recreation
Percent of Program Impact	%	%	%	%	%	%

5. Does respondent's program already exist in the county?

   No ____ If no, skip to 8

   Yes ___ If yes, and program is being considered for CBA funding only for an expansion of existing service level, skip to 6

   If yes, and program is being considered for CBA funding of continuing level of service, with or without expansion, skip to 7

6. Answer for programs being considered only for CBA funding of an expansion of an existing service level.

   a) How many status offenders or youth were served by the program last year?

   Status offenders _____ or Total youth _____ (Answer 6b)

   b) What is the proposed additional capacity of status offenders or youth at risk for the funding period?

   Status offenders _____ or Youth at risk _____ (Skip to 9)

7. Answer for programs being considered for CBA funding of continuing level of service, with or without expansion.

   How many status offenders or youth at risk does the program propose to serve this funding period?

   Status offenders _____ or Youth at risk _____ (Skip to 9)

8. If the program is new, how many status offenders or youth at risk will be served this funding period? If unknown, estimate maximum capacity for funding period.

   a) Status offenders _____ or b) Youth at risk _____ or

   c) Maximum _____ (Answer 9)

9. Length of service

   Average number of hours of service per child within funding period _____

10. Program cost (fill in a,b, or c) Total program cost should be the cost of serving the number of clients in 6b,7, or 8a. Cost per client or cost per hour of service should be filled in if there is an entry in 8c or if total cost is not known.

   a) _____ Total program cost - the cost of providing the service to all the clients listed in 6b,7, or 8a,b, or c (Skip to 11)

   b) _____ Cost per client - the cost of providing service to one additional client (Skip to 10d)

   c) _____ Cost per hour of service - the cost of providing one hour of service to one client (Skip to 10d)

   d) Computed program cost (fill in if 10b or 10c is completed for existing programs)

$$\frac{\quad}{(10b)} \times \frac{\quad}{(6b,7,8a,b,\text{ or } c)} = \frac{\quad}{\text{Program Cost}} \quad \underline{\text{or}} \quad \frac{\quad}{(10c)} \times \frac{\quad}{(6b,7,8a,b,\text{ or } c)} \times \frac{\quad}{(9)} = \frac{\quad}{\text{Program Cost}}$$

11. Request for CBA funding

    Amount of total program cost from 10a or 10d requested from CBA _____

12. List below the number of clients being served by all programs of this type in the county not being considered for CBA funding. Also enter the number(s) listed in 6a for this program and other programs of this type being considered for funding.

Provider names	Number of status offenders served last fiscal year	Number of youth served last fiscal year
Subtotal or total		

(continue on another sheet if necessary)

Figure 3a

SERVICE RESOURCES ASSESSMENT WORKSHEET
FOR EACH PROGRAM FOR EACH PROVIDER

1. Program type *Family Counseling*
2. Provider name *Treatment Associates (TA)*
3. Characteristics of program which differ from defined program type (Appendix A)

Family counseling provided in the client's home on an emergency basis to prevent the breakup of the family or other consequences of leaving a crisis situation unresolved.

(continue on another sheet if necessary)

4. Needs that program impacts

Needs Program Impacts	Need #1 Acceptable Social and Interpersonal Values	Need #2 Appropriate Education	Need #3 Appropriate Living Situation	Need #4 Mental Health	Need #5 Physical Health	Need #6 Recreation
Percent of Program Impact	20 %	0 %	30 %	50 %	0 %	0 %

5. Does respondent's program already exist in the county?

No ____ If no, skip to 8

Yes X If yes, and program is being considered for CBA funding only for an expansion of existing service level, skip to 6

If yes, and program is being considered for CBA funding of continuing level of service, with or without expansion, skip to 7

6. Answer for programs being considered only for CBA funding of an expansion of an existing service level.

a) How many status offenders or youth were served by the program last year?

Status offenders 5 or Total youth _____ (Answer 6b)

b) What is the proposed additional capacity of status offenders or youth at risk for the funding period?

Status offenders 25 or Youth at risk _____ (Skip to 9)

7. Answer for programs being considered for CBA funding of continuing level of service, with or without expansion.

How many status offenders or youth at risk does the program propose to serve this funding period?

Status offenders _____ or Youth at risk _____ (Skip to 9)

8. If the program is new, how many status offenders or youth at risk will be served this funding period? If unknown, estimate maximum capacity for funding period.

a) Status offenders _____ or b) Youth at risk _____ or

c) Maximum _____ (Answer 9)

9. Length of service

   Average number of hours of service per child within funding period 120

10. Program cost (fill in a,b, or c) Total program cost should be the cost of serving the number of clients in 6b,7, or 8a. Cost per client or cost per hour of service should be filled in if there is an entry in 8c or total cost is not known.

   a) _____ Total program cost - the cost of providing the service to all the clients listed in 6b,7, or 8a,b, or c (Skip to 11)

   b) $1,600 Cost per client - the cost of providing service to an additional client (Skip to 10d)

   c) _____ Cost per hour of service - the cost of providing one hour of service to one client (Skip to 10d)

   d) Computed program cost (fill in if 10b or 10c is completed for existing programs)

   $1,600 (10b) x 25 (6b,7,8a,b, or c) = $40,000 Program Cost or _____ (10c) x _____ (6b,7,8a,b, or c) x _____ (9) = _____ Program Cost

11. Request for CBA funding

   Amount of total program cost from 10a or 10d requested from CBA $40,000

12. List below the number of clients being served by all programs of this type in the county now being considered for CBA funding. Also enter the number(s) listed in 6a for this program and other programs of this type being considered for funding.

Provider names	Number of status offenders served last fiscal year	Number of youth served last fiscal year
Mental Health	14	
Steinburg and Steinburg	2	
Treatment Associates	5	
Subtotal or total	21	

(continue on another sheet if necessary)

Item 3: Characteristics of program which differ from defin[illegible] program type (Appendix A). The provider should be asked to compare his program to the program definition in Appendix A of this workbook. Variations or elaborations such as restrictions on age, race ratios, urban or rural location, and single-sex capacity should be noted. For example, the definition of counseling services is:

> A service through which a professional helps a youth solve adjustment problems. Treatment techniques may include giving information or advice, encouraging the youth to analyze his problems or emotions, discussing problems and interpreting test results.

The entry in 3 for a provider of a counseling program might read:

> Counseling for youth ages 14 and under to assist them in adjusting to diagnosed physical or learning handicaps.

Item 4: Needs that program impacts. Earlier in the planning process, the task force determined the priority of six needs of the status offenders in the county. The purpose of this item is to determine which of these needs are met by each program being considered for funding. The data collector will want to give each provider the definitions of the needs and ask him what percent of the program's activities or resources are directed towards meeting each need. The percentages he gives need not sum to 100 percent since some of a program's resources may be directed towards unlisted needs or towards clients other than status offenders or youth at risk.

A program may not impact some needs at all: enter 0 percent for those needs. Other programs may direct all their impact toward one need: enter 100 percent under that need. Each program must impact at least one need.

These needs are listed in the following figure and defined in Appendix B as well as in a separate handout accompanying this document.

Statewide Needs of Status Offenders and Youth at Risk
Need for:
1. Acceptable Social and Interpersonal Values
2. Appropriate Education
3. Appropriate Living Situation
4. Mental Health
5. Physical Health
6. Recreation

If the task force deleted a need from this list, impact data should not be collected on this need. If the task force redefined a need with additional problems, providers should be shown the revised definition rather than the original.

Item 5: Does respondent's program already exist in the county? Three different types of programs can be surveyed: services seeking funding only for expansions of existing service-level; services seeking funding for a continuation of existing level of service with or without expansion; and new programs.

An expanding program would be one which intends to maintain an existing level of service without CBA funding but wants additional funds to increase its status offender client capacity. A continuing program is one which seeks CBA funding to maintain its current level of service provision. A continuing program may or may not also be seeking CBA funding for program expansion. A new program is one which was not being operated by the provider this funding period.

Different kinds of client data will be gathered on each of these three types of programs. There is a unique item for each of these types: Item 6 should be answered for expanding programs; item 7 for continuing programs; and item 8 for new programs.

Item 6: Answer for programs being considered only for CBA funding of and expansion of an existing service level. Expanding programs want CBA funding only to fund an increased provision of service to status

offenders or youth at risk. Other funding sources will support the continued provision of service at the present capacity.

Item 6a: How many status offenders or youth were served by the program last year? Each service provider should be able to give an actual or estimated number of status offenders or youth served last fiscal year. The county's Court Counselors may be able to assist in providing an estimate of the number of status offenders served by these providers.

Item 6b: What is the proposed additional capacity of status offenders or youth at risk for the funding period? Enter the number of additional status offenders or youth at risk the program is proposing to provide with the service. These would be clients in addition to those entered in 6a. If a provider has not determined the amount of program increase, enter the maximum increased number of clients that he can serve. This maximum should be as close to the total demand for the program, which is reported in the County Data Report, as is reasonable.

Item 7: Answer for programs being considered for CBA funding of a continuing level of service, with or without expansion. Continuing programs are seeking CBA funding for service to their current caseload of status offenders or youth at risk. They may also be seeking funding for increased service.

How many status offenders or youth at risk does the program propose to serve this funding period

This figure should reflect the total number of status offender or youth at risk clients the program intends to serve this funding period. This figure would include the number of status offenders or youth at risk the program served last funding year as well as any increase planned for the funding year.

Item 8: If the program is new, how many status offenders or youth "at risk" will be served this funding period? Each program considered for funding can be considered only for services provided to these two populations. A figure for at least one of these groups should be collected

for each new program. Proposed programs should have a definite number of clients that they will serve. Programs being considered for funding which have not submitted proposals should be asked to specify a maximum program capacity, as close to the total demand for the program, reported in the County Data Report, as is reasonable.

Example:

If the task force recognizes a need for a group home and has received no group home proposals, it will want to determine the cost of, and number of clients to be served by, a typical group home. This information will be useful for them in determining the feasibility of funding a group home in the county.

Item 9: Length of service. Enter the average length of service in hours to a typical client within the funding period. The provider can estimate this figure or can calculate an average from actual recorded client figures.

Examples:

A residential care facility such as a group home may provide 24 hour/day care to a youth for an average of six months. The number of hours of treatment would be 26 weeks x 7 days x 24 hours = 4,368.

A counseling program might, on the average, provide two hours of service per week for a year; average length of service would then be 52 weeks x 2 hours = 104.

Item 10: Program cost. Program cost can be expressed as a total program cost for status offender or youth at risk clients, or a cost per client, or a cost per hour of service figure. Total program cost figures are preferable for most services. Cost per client and cost per hour of service will be converted to total program cost. If 8c is filled in, enter a cost per client or cost per hour of service figure rather than a total program cost.

Item 10a: Total program cost. This figure represents the cost of providing the service program to the number of status offenders and youth at risk presented in Item 6b, 7, or 8a, b, or c.

Item 10b: Cost per client. The cost per client is the total cost of providing the service to a single status offender or youth at risk.

Item 10c: Cost per hour of service. A cost per hour of service is the total cost of one hour of service provision to a status offender or youth at risk.

Item 10d: Computed program cost. Only total program cost is entered into the Expected Value Worksheet in the Planning Decision Workbook. Cost per client and cost per hour of service are converted to total program cost. Cost per client is multiplied by number of clients; and cost per hour of service, by both number of clients and average length of service.

Item 11: Request for CBA funding. Fill in for all programs being considered for CBA funding. Enter the amount of CBA funding that the program is requesting or that would be needed by the program for the funding period. This amount should be less than or equal to the amount of total program cost entered in 10a or 10d.

Item 12: Other providers. For providers of programs which are not being considered for funding, but which were identified by the Court Counselors as providing a service program of the program type in item 1, determine the numbers of status offenders or total youth served last fiscal year. Also include the figures reported in 6b for this program and for other providers of expanding programs of this program type, which you are considering for funding.

Problems That May be Encountered

1. *Confidentiality.* Providers may express concern about the publication of information on specific service programs; they may be particularly hesitant to give cost and impact information. The data collector should emphasize that this information is only for task force and DHR use and will not be circulated beyond the task force

members and the OHR staff. The data collector should also stress that at no time in the data collection will names of or information on specific youth be discussed or publicized.

2. *Duplicated Number Served Figure.* Many agencies do not keep counts of the number of actual clients they serve, but rather only record the numbers of units of service provided. Units of service are the number of times a given service is provided, rather than the number of clients it is provided to, e.g., number of counseling visits. Such a unit figure may reflect a high degree of duplication of individual clients; therefore, while a counseling service may provide 100 units of counseling, it may only serve 25 clients--each receiving counseling an average of four times. If the provider cannot estimate the number of individuals he serves, the data collector should get the number of units of service he provides and ask him to estimate the number of units the typical client receives. By dividing total units by average number of units the data collector should get a rough estimate of an unduplicated client figure.

3. *Inadequate cost data for expanding programs.* Many existing programs serve both status offenders and other youth. Cost data is, however, wanted only on the services to status offenders or youth at risk. If these programs do not have a total budget for proposed expansion, the most representative cost figure would be last year's cost per hour of service or cost per client. A cost per client figure for program expansion, if not available elsewhere, can be calculated by dividing the current program cost by the total number of youth served. (Use of this method would assume no difference in service provision, and therefore in cost, to status offenders and other youth.)

4. *Need for phone or letter rather than face-to-face contact.* Data will probably be most easily and effectively collected in person on service programs being considered for funding. If it is necessary to collect data by phone on these service programs, it would be helpful to send the provider a copy of the worksheet ahead of time. For programs where only client figures are needed, (Item 9 on SRA Worksheet) data may be best collected by letter or phone.

Rationale for Individual Worksheet Items

The following section should help the technical committee to answer its own and service program provider's questions about the purpose of the SRA Worksheet items.

1. *Program type.* Twenty-one types of programs which serve status offenders and youth at risk are defined in Appendix A. The county data report presents data on recommendations of these types of programs for both status offenders and youth at risk. These recommendations will give an estimate of total demand for each program type. Each service program in the SRA is assigned a program type so that proposed service delivery and existing levels of service delivery can be compared to the demand for the program type.

3. *Characteristics of program which differ from defined program type.* Because service programs are being compared by program types, any variation of a program outside the bounds of the very general program type definition needs to be brought to the task force's attention.

4. *Needs that program impacts.* In Steps 2 and 3 of the planning decision process, the task force determined the priority of the six needs of status offenders in the county. These needs are listed in Figure 5. In later steps of the planning decision process, programs will be compared on the basis of the priorities of the needs they impact.

5. *Does respondent's program already exist in the county?* Data on the number of status offenders served will be gathered for all providers surveyed. In later steps of the planning process, these figures will be compared with program need.

Different client data are being collected on new, expanding, and continuing programs. Item 5 directs the respondents to whichever of Item 6, 7, or 8 is appropriate for their program. Item 6 is for expanding programs; Item 7 is for continuing programs, and Item 8 is for new programs.

6. *Answer for programs being considered only for CBA funding of an expansion of an existing service level.* For expanding programs, data are needed on the existing level of service, as well as on the proposed expansion. The client figures for the existing level will be considered along with service provision by other providers to determine the number of status offenders currently served in the county; this figure will be subtracted from the Total Program Demand on the Expected Value Worksheet to calculate Actual Program Demand.

The number of status offenders or youth at risk reported in 6b is the number that will be served by the program expansion being proposed for CBA funding. These figures should be the number of clients to be served with the dollars reported in Item 10. Data on the numbers of youth served for last fiscal year will be gathered in lieu of youth at risk figures, which would be difficult to estimate. However, these youth at risk data are gathered for the proposed funding year since CBA is only considering funding programs for youth at risk or status offenders.

7. *Answer for programs being considered for CBA funding of continuing level of service, with or without expansion.* The number of clients reported in 7 should be the total number of status offenders or youth at risk to be served with the budget reported in Item 10. A number of clients served figure for last year is unnecessary for these programs since it is assumed that the program would not be offered without CBA support. Therefore, these clients should not be subtracted from Total Program Demand as are the existing clients of an expanding program (Item 6).

8. *If the program is new, how many status offenders or youth at risk will be served this funding period? If unknown, estimate program's maximum capacity for funding period.* Data are needed for new programs on either their proposed number of clients or on the maximum reasonable number of status offender or youth at risk clients they can serve. If data are entered in 8a or b on the proposed level of service provision, these figures will be used in computing the program's expected value.

For programs of interest to the task force for which there are no proposals, the task force will want to estimate the maximum program demand to determine the program desirability. Use of this figure will help the task force avoid making errors such as determining to fund a group home to house 11 youth when the maximum for licensed group care is 9.

9. *Length of service.* The average number of service hours per client within the funding period is introduced as a factor in the planning decision process to reduce the traditional funding discrimination against programs which can only serve a limited number of clients. In a planning process lacking the consideration of length of service, these programs would be rejected because of their high cost per client. The cost of these programs is high because they provide intense, concentrated, or broad-range care to each client. In compiling the Expected Value of the program, length of service is used to weight the program's total impact on the needs.

10. *Program cost.* Although cost may be reported in any of three forms--cost per client, cost per hour of service, and total program cost--all cost will be considered in computing the program's Expected Value.

11. *Request for CBA funding. What amount of total program cost from 10a or 10d will be requested from CBA?* This figure is needed by the task force for making final funding decisions. While most programs will be seeking CBA funding and county match for their entire budget, some programs may have located other sources of funding to subsidize part of their budget. The program's Expected Value will be computed based upon total program cost rather than this funding request figure, if the two differ.

12. *Other providers.* Data on the number of youth or status offenders served last year is collected for all county service providers offering programs which fall within the program types of interest to the task force. The number of status offenders currently being served is subtracted from the total program demand reported in

the county data report to get a figure for actual (or unmet) program demand. This level of current service should include the current service level of expanding programs. For these programs, the response in 6a for number of clients served last year should be added to the subtotal of clients served by other providers.

IV. REPEATING THE SERVICE RESOURCES ASSESSMENT

Each task force will want to re-collect most SRA data each year. Data for the county as a whole and for each individual program will probably change. These alterations might lead to different funding decisions. Annual collection of data can also be a method by which the task force insures that programs funded from year to year maintain or improve their efficiency or impact.

Increased Accuracy of Data

To insure that accurate data are included in future SRAs, the task force should work with providers to establish accounting procedures and should include details of these procedures in program agreements. The providers should agree to keep records of numbers of youth, youth at risk, and status offenders served. If the provider is unable to identify the youth at risk or status offenders and therefore unable to provide accurate counts of these youth, arrangements can be made for lists of his clients to be provided to Juvenile Court Counselors or school professionals. These professionals can then estimate the number of youth at risk and status offenders within the agency's clientele and can provide the task force with an estimate of the number of these youth served. Confidentiality should be considered in establishing such a procedure. Program agreements should also include procedures to be used in keeping accurate length of service data.

County-Specific Program Effectiveness Information

In future years, the task force will also want to collect an additional piece of data--county-specific program effectiveness information. In the current year's planning process, the task force will use the statewide service program effectiveness data presented in the County Data Report. The task force should consult with its CBA Field Consultant to discuss means of gathering the county-specific effectiveness data for the next funding year's planning decision process.

The development of these procedures to improve the quality of the data entered in the SRA will increase the accuracy of the planning decisions made by the task force.

APPENDIX A:
PROGRAM TYPE DEFINITIONS

PROGRAM TYPE DEFINITIONS

TREATMENT

Counseling

A service through which a professional helps a youth solve adjustment problems. Treatment techniques may include giving information or advice, encouraging the youth to analyze his problems or emotions, discussing problems and interpreting test results.

Drug and Alcohol Abuse Treatment

A systematic treatment program designed to reduce the misuse and abuse of drugs and alcohol by individual youth. Individual or group counseling and medical withdrawal programs may be provided.

Family Counseling

Treatment directed toward the family as a unit with all of the family or significant members of the family as participants. This service does not include counseling groups of families in the same session. The service aims to reduce the family's emotional or functional problems and to improve interpersonal relationships among family members.

Group Home

A home which provides 24-hour care in a setting as similar as possible to family life, and which provides the youth with access to community activities and resources. An individual rehabilitative treatment plan is developed and provided for each youth with the goal of returning the youth to his/her home. The maximum stay is one year unless circumstances require a longer period for the benefit of the youth. A group home must meet local and state standards and must have a license in order to operate. The maximum capacity of each home is nine youth.

In-Patient Psychiatric Care

A systematic program of counseling and treatment of a youth with adjustment problems provided in a residential or hospital setting.

Intensive Psychiatric/Psychological Care

Comprehensive and in-depth treatment and counseling services related to the reduction of psychological or psychiatric problems and enabling the individual to achieve personal goals.

Special Foster Care

Foster care for children with serious emotional and behavioral problems. The goal of the service is to return the child to his/her home. The length of stay depends on the child's progress and home situation. Foster parents in these facilities have special training for the special needs of the children and care for one or two children. A license to operate is required.

CRISIS INTERVENTION

Close/Security Detention

Confinement in a facility that can be secured by locked doors and windows.

Placement with Relatives

Short-term, long-term, or permanent residence with relatives other than natural parents.

Temporary Shelter Care

Short-term emergency care provided in a home setting for children who cannot or should not return to the home of parent/guardian at the time of crisis. This service is provided to youths for whom detention is unnecessary. The length of stay can be from a few hours up to 90 days. The homes must meet applicable local and state standards pertaining to foster care in order to obtain a license to operate. The capacity is nine youth.

PREVENTION

Adult Volunteer

Any program or activity which involves adults who donate their time to provide a service. Volunteers can work with people on a one-to-one or group basis. (Big Brother/Big Sister programs are examples.)

Alternative School

Classes which may be conducted in a location apart from a regular school and may be at a time other than the usual hours of school.

Classes may be for youth who do not seem to benefit from the typical school program, are exhibiting disruptive behavior, or need special assistance with subjects. Some programs allow the student to work either part-time or full-time on a job. The program's goal is for the student to return to the regular school, to obtain a diploma, or to obtain a GED.

Drug and Alcohol Abuse Education

Dissemination of information on alcohol and drugs to help prevent abuse and misuse.

Exceptional Children's Education

Educational programs which meet the special needs of any youth with exceptional abilities, behavior problems, physical handicaps, or learning disabilities.

General Foster Care

A service which provides substitute care for a child during a planned period, either temporary or extended, when the family or legal custodian cannot care for the youth. Care is provided by foster parents in a home which must have a license and can house as many as five children.

Job Placement

Provision or location of a job suitable to a youth's skills, abilities, and mental and physical condition.

Parenting Skills Education

Instruction in the skills necessary for a parent to provide adequate care and nurture of a child's physical and psychological development and social needs.

Recreation

Provision of facilities, materials, or equipment in personal or group athletics, arts, crafts, or creative activities.

Remedial Education

Individual plans of instruction for students who, because of learning disabilities or problems, have been unable to attain basic educational skills in regular school classes.

Structured Daily Environment

Well-planned and organized activities and supervision which, on a daily basis, schedule and define an individual's educational program, work responsibilities, and free time. Programs may occur in group homes, schools, special foster care facilities, etc.

Vocational Education

Training and instruction for vocations. Programs include career exploration, skill training, and instruction in responsible work habits. May include on-the-job training.

APPENDIX B:

STATEWIDE NEEDS OF STATUS OFFENDERS AND YOUTH AT RISK

STATEWIDE NEEDS OF STATUS OFFENDERS AND YOUTH AT RISK

#1 Need for: ACCEPTABLE SOCIAL AND INTERPERSONAL VALUES

Examples of problems that indicate this need is not being met:

Included in Statewide Needs Assessment -

Anti-Social Behavior
Incapable of Accepting Externally Imposed Discipline
Lack of Positive Social Interaction with Peers
Unacceptable Agressive Behavior

Additional Problems -

#2 Need for: APPROPRIATE EDUCATION

Examples of problems that indicate this need is not being met:

Included in Statewide Needs Assessment -

Expulsion/Suspension
Incapability of Functioning Acceptably in Regular School Environment
Lack of Job Skills
Slow Learning
Truancy

Additional Problems -

Poor Cognitive Skills
Poor Language Development
Poor Sensory-Motor Skills

#3 Need for: APPROPRIATE LIVING SITUATION

Examples of problems that indicate this need is not being met:

Included in Statewide Needs Assessment -

Inadequate Parenting Skills
Incapability of Functioning Acceptability in the Home
Infeasibility of Returning Child Home After Residential Treatment
Parental Abuse and Neglect
Parental Unwillingness to Cooperate with Treatment Programs
Poor Living Conditions
Problem Behavior due to Home Situation

Additional Problems -

#4 Need for: MENTAL HEALTH

Examples of problems that indicate this need is not being met:

Included in Statewide Needs Assessment -

Drug or Alcohol Abuse
Emotional Disturbance
Lack of Positive Self-Image

Additional Problems -

#5 Need for: PHYSICAL HEALTH

Examples of problems that indicate this need is not being met:

Included in Statewide Needs Assessment -

General Health Deficiencies
Mental Retardation
Pregnancy
Severe Physical Disorders or Handicaps

Additional Problems -

#6 Need for: RECREATION

Examples of problems that indicate this need is not being met:

Included in Statewide Needs Assessment -

Inadequate Recreational Activities

Additional Problems -

Poor use of Leisure Time
Lack of Appropriate Outlets for Energy Release
Lack of Appropriate Recreational Facilities