



U. S. DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

H-1 Report  
OMB NO. 43-R0532  
Expires: 6/30/76

FINANCIAL STATUS REPORT		1. Federal Agency and Organizational Element U. S. Department of Justice, LEAA Region Viii, Denver		2. Federal Grant No. or Other Identifying No. 72-ED-08-0010			
3. Name and Address of Grantee Organization Colorado SPA Youth Recidivist Reduction Program 827 Sherman Denver, Colorado 80203		4. Employer Identification No.	5. Grantee Account No. or Identifying No.	6. Final Report <input type="checkbox"/> Yes <input type="checkbox"/> No			
		8. Project Period (Month, Day, Year) FROM 03   01   73 TO 03   31   74		9. Report Period (Month, Day, Year) FROM 03   01   73 TO 06   30   74			
10. STATUS OF FUNDS		PROGRAMS — FUNCTIONS — ACTIVITIES					
	(1)	(2)	(3)	(4)	(5)	(6)	TOTAL
a. Total outlays previously reported (Line 10c from previous report)							324,956.67
b. Total program outlays this period							29,913.41
c. Less: Program income credits							-0-
d. Net program outlays this period (Line b minus Line c)							29,913.41
e. Total program outlays to date (Sum of Lines a and d)							354,870.08
f. Less: Non-Federal share of program outlays							90,185.54
g. Total Federal share of program outlays (Line e minus Line f)							264,683.54
h. Total unpaid obligations							2,287.46
i. Less: Non-Federal share of unpaid obligations							-0-
j. Federal share of unpaid obligations (Line h minus Line i)							2,287.46
k. Total Federal share of outlays and unpaid obligations (Line g plus Line j)							266,971.00
l. Total Federal funds authorized							266,971.00
m. Unobligated balance of Federal funds (Line l minus Line k)							-0-
11. Indirect Expense: a. Type of rate (Mark box) <input type="checkbox"/> Provisional <input type="checkbox"/> Final <input type="checkbox"/> Predetermined <input type="checkbox"/> Fixed		12. REMARKS (Attach additional sheets if necessary)			13. CERTIFICATION — I certify that to the best of my knowledge and belief this report is correct and complete and that all outlays and unpaid obligations are for the purposes set forth in the grant award documents.		
b. Rate	c. Base				Name Enoch Sandoval Finance Officer		TELEPHONE Area Code Number Ext. 303 534 6310
d. Total amount	e. Federal share				Signature of Authorized Official <i>E. Sandoval</i>		Date Report is Submitted 8-1-74

ACQUISITION  
SEP 17 1974  
NCJRS

LEAA FORM 7160/1 (8-73)

REPLACES LEAA OLEP - 153 AND LEAA OLEP 155 WHICH ARE OBSOLETE

36548

DENVER ANNUAL TIME COUNCIL  
DISCRETIONARY GRANT ACCOUNTING WORKSHEET

PROJECT NAME Youth Recidivist Reduction Program FEDERAL NUMBER 72-ED-08-0010

REPORT PERIOD 3-1-73 to 6-30-74 STATE NUMBER 72-IC-0010-(1)-16

TOTAL FEDERAL CASH RECEIVED TO END OF REPORT PERIOD \$ 266,971

CATEGORY		OUTLAYS				TOTAL OBLIGATIONS E	TOTAL OBLIGATIONS F
		BUDGETED A	CURRENT B	PRIOR C	TOTAL D		
1. PERSONNEL	F	104,202.00	208.48	107,114.69	107,323.17		107,323.17
	G	27,900.00	83.65	27,900.00	27,983.65		27,983.65
SUPP. & OPERATING EXP.	F	70,757.00	536.23	71,651.19	72,187.42	2,287.46	74,474.88
	G	33,504.00	(1,153.04)	33,504.00	32,350.96		32,350.96
TRAVEL	F	-0-					
	G	-0-					
EQUIPMENT	F	15,898.00	-0-	16,046.63	16,046.63		16,046.63
	G	-0-					
CONSTRUCTION CONTRACTS	F	-0-					
	G	-0-					
PROFESSIONAL SERVICES	F	76,114.00	29,169.16	39,957.16	69,126.32		69,126.32
	G	28,763.00	1,068.93	28,783.00	29,851.93		29,851.93
2. TOTAL	F	266,971.00	29,913.87	234,769.67	264,683.54	2,287.46	266,971.00
	G	90,187.00	(.46)	90,187.00	90,186.54		90,186.54

# F I N A L F I S C A L R E P O R T

## YOUTH RECIDIVIST REDUCTION PROGRAM

### FEDERAL GRANT #72-ED-0800-10

The Youth Recidivist Reduction Program under the auspices of Community Group Homes, Inc., contracted with R. J. Hernandez and Associates, a Denver-based business management firm, during the initial project year (April 1, 1973 - March 31, 1974). The Hernandez and Associates firm was required to perform all accounting services; bookkeeping; voucher preparation and disbursement; management of real estate; legal services; and other related activities for the Youth Recidivist Reduction Program.

The type of accounting system developed by the YRRP Project was a double-entry cash system, which utilizes a Cash Disbursements Journal, a General Ledger, and a Daily Cash Control Ledger. All vouchers were processed by the business-management personnel assigned to YRRP in the following way: Each voucher was filled out according to the guidelines of the City and County of Denver Auditor's office; in addition, each voucher contained both the City and County of Denver and Federal code numbers assigned to the YRRP Project, and described the billing in complete detail. Upon completion of this part of the process, a control number was assigned to each voucher and the voucher was registered in the Daily Cash Control Ledger. Appropriate receipts and other related materials were attached to each voucher as supporting evidence of the expenditure. Vouchers were then either delivered or mailed to the appropriate vendor for signature and then returned to the administrative office of the Youth Recidivist Reduction Program for the Project Director's approval and signature. The accountant handling the vouchers, at this point in time, then duplicated the materials and submitted the original to the auditor's office of the City and County of Denver, a copy to the permanent fiscal files of the YRRP Project, and a copy to the Denver Commission on Community Relations (sponsoring agency).

All petty cash (household budgets) was received by the YRRP Program directly and was disbursed to each director of the group home programs under YRRP. The checkbook utilized by Community Group Homes, Inc. for this purpose was reconciled monthly, and each check required either the Project Director or Assistant Director's signature. Weekly disbursements were made, after receiving from the Residential Directors in the group homes, receipts supporting the previous week's petty cash activities.

Personnel records were maintained on each staff member employed under YRRP, as well as those employed by Community Group Homes, Inc., who were contributing in-kind contribution services. Semi-monthly payroll records were maintained by the accounting department of Hernandez and Associates relative to the number of hours, and rate of pay of each staff member. In addition, accrued time documenting vacation and sick leave time was prepared monthly and kept at the Administrative Office of Community Group Homes, Inc. Payroll records were submitted on a semi-monthly basis to the City and County of Denver Auditor's Office and were supported periodically with W-4 forms and health and life insurance record cards in order to document benefits being received by the staff of YRRP.

The equipment purchased by the YRRP Project was procured in the following way: A combination of written and verbal bids were let at the beginning of the project to a variety of companies within the Denver-Metropolitan area. Each bid received by the YRRP Administrative Office was in writing, and three separate bids for each equipment item were requested and received. The lowest bid for each item was then approved and the vouchering process followed prior to obtaining the equipment currently being used in the group home programs. The accounting staff of Hernandez and Associates prepared inventory sheets which contained a code number for each equipment item, an item-description, the location of the equipment-item, and were filed as a part of the permanent records of the project. In addition, an inventory card delineating identical information as that described on the inventory sheet was prepared and dated as to the time when the physical inventory was performed.

The existing project records on file in the administrative office of the Youth Recidivist Reduction Program of Community Group Homes, Inc., are as follows: Disbursements Journal; a General Ledger; all vouchers submitted for payment; personnel records; programmatic and financial quarterly reports; approved revisions to the YRRP Budget; monthly funds-flow statements; all in-kind contribution vouchers; all copies of receipts utilized to support submitted vouchers for payment; all monthly cash requests; monthly computer printouts received from the City and County of Denver, Auditor's Office; all correspondence regarding all financial affairs of the YRRP Program; a Cash Control Ledger; a Control Ledger describing Budget Schedules A, B, and C of the City and County of Denver relative to the YRRP Project; all received equipment bids; cash transmittal vouchers, all contracts and agreements regarding the YRRP Program; the final audit report; and all other related materials.

These particular project records currently exist at 827 Sherman Street, Denver, Colorado, 80203, and will be retained at the same address for a period of five years. All of the records have been audited as of June 6, 1974.

The agency which has been designated as the caretaker of the financial records is R. J. Hernandez and Associates in conjunction with Community Group Homes, Inc., at 827 Sherman Street, Denver, Colorado, 80203. The appropriate person to be contacted for information on access to these records is Mr. Enoch Sandoval, Accountant, R. J. Hernandez and Associates, 827 Sherman Street, Denver, Colorado, 80203; Telephone Number 534-2310.


Specific problems experienced by the YRRP Project relative to the fiscal management of the program were as follows:


1. All linen and kitchen equipment (i.e., utensils, and other related items) should have been listed as re-occurring expenses (under the Supplies and Operating Budget) rather than in the equipment category of the YRRP Budget.
2. Only one checkbook should be utilized in dispensing household budget (Petty Cash) to the group home programs. This type of procedure would reduce the amount of checking account charges incurred through the distribution of petty cash funds.

The solutions which have been developed to solve the aforementioned problems are as follows:

1. The linen and kitchen equipment items listed in the YRRP Project have been transferred to the appropriate category (i.e., Supplies and Operating Budget) in order to identify these particular items as reoccurring expenses.
2. All checkbooks utilized in the group home programs have been eliminated in order to reduce both the amount of checkbooks, as well as the check processing expenses incurred through the distribution of petty cash funds under the YRRP Project.

The final fiscal audit has been completed regarding the entire financial-management system of the YRRP Project for the period of from April 1, 1973 through March 31, 1974. The preliminary findings of the report were excellent and the report will be issued in July of 1974, to the City and County of Denver Auditor's Office, the Denver Commission on Community Relations, the Denver Anti-Crime Council, the State Division of Criminal Justice, and the Region VIII LEAA Office.

 <b>U. S. DEPARTMENT OF JUSTICE</b> <b>LAW ENFORCEMENT ASSISTANCE ADMINISTRATION</b>	<b>DISCRETIONARY GRANT</b> <b>PROGRESS REPORT</b>
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GRANTEE Division of Criminal Justice Colorado State Planning Agency	LEAA GRANT NO. 72-ED-08-0010	DATE OF REPORT 6/1/74	REPORT NO. VI
IMPLEMENTING SUBGRANTEE City and County of Denver Commission on Community Relations	TYPE OF REPORT <input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
SHORT TITLE OF PROJECT Youth Recidivist Reduction Program	GRANT AMOUNT \$266,971		
REPORT IS SUBMITTED FOR THE PERIOD    March 1, 1973    THROUGH    March 31, 1974			
SIGNATURE OF PROJECT DIRECTOR 	TYPED NAME & TITLE OF PROJECT DIRECTOR Bruce L. Bartlett, Executive Director		

COMMENCE REPORT HERE (Add continuation pages as required.)

FINAL REPORT

A. General Project Description

Community Group Homes, Inc., has, for the past several years, identified an increasing number of youthful offenders, within the Juvenile Justice System, who can be more effectively treated in small, community-based, residential, differential treatment group homes, rather than in large, residential treatment institutions and detention facilities. In an effort to place juvenile offenders in community, residential treatment settings, based on their individual needs as defined by disposition plans, Community Group Homes, Inc., has made a concerted effort to develop and continue group home programs for highly recidivistic impact and multiple theft offenders. This type of community-based correctional program is synonymous with the findings expressed by the Corrections Task Force of the President's Commission on Law Enforcement and Administration of Justice: "The task of corrections includes building or re-building solid ties between the offender and the community, integrating or re-integrating the offender into community life - restoring family ties, obtaining employment and education, securing in the larger sense a place for the offender in the routine functioning of society."

The Youth Recidivist Reduction Program of Community Group Homes, Inc., was funded by the Denver Impact Cities Program in April of 1973, in order to extend residential, mental health and community-based, rehabilitation services to a highly recidivistic (i.e., two or more prior arrests and/or adjudications for impact crimes) group of juvenile high impact and multiple theft offenders in the City and County of Denver. The Youth Recidivist Reduction Program (YRRP) focused on the reduction of the Law Enforcement Assistance Administration (LEAA) mandated impact crimes of robbery, assault, burglary, rape and multiple theft committed by youth between the ages of 10 and 18 years of age. First time youthful offenders were a part of the program,

RECEIVED BY GRANTEE STATE PLANNING AGENCY (Official)	DATE
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General Project Description (Continued)

but only on a secondary priority basis relative to highly recidivistic offenders. In addition, multiple theft offenders were included as a part of the YRRP program, to the extent of the inclusion of up to twenty cases of the total population aggregate served in residence, due to their potential impact nature.

Residential care, differential mental health treatment and community rehabilitation services were provided by Community Group Homes, Inc., and the Malcolm X Center for Mental Health, Inc., through the development and implementation of a long range, semi-closed (minimum security) group home and an open group home program in conjunction with the existing open group homes funded by purchase of services allocations received from the State Department of Institutions, Division of Youth Services, and operated under the auspices of Community Group Homes, Inc.

The John Robert Evans Group Home was developed to facilitate residential care services for adjudicated juvenile offenders with robbery, burglary, assault, rape and multiple theft backgrounds, referred by the Denver Juvenile Court and the Colorado State Department of Institutions, Division of Youth Services. The program provided a semi-closed structure which entailed minimum security screens, an alarm system, an audio-monitoring system and close supervision for 15 clients in residence for an average length of stay from 4 to 6 months and with no maximum length of stay. The Evans program allowed those in residence the opportunity to either attend school or be involved in a vocational effort in the community. In addition, residents also received community services and resource benefits while in residence. Mental health services provided by the Malcolm X Center for Mental Health, included diagnostic and evaluation reviews; individual, group and family therapy; emergency crisis intervention; and after-care and follow-up services.

The treatment modalities initiated by the John Robert Evans Group Home were those of behavior modification principles and techniques relative to a point system based on daily and weekly chore responsibilities, school performance, and behavioral and attitudinal factors. Differential team

General Project Description (Continued)  
The John Robert Evans Group Home (Continued)

levels were in effect at all times in the program and consisted of Levels I, II and III as well as special treatment levels (individual contracts and merit system) all of which had varying rules and privileges. Reality therapy, soft drug programs, art therapy, and basic individual, group and family counseling were provided those in residence by both the professional staff of the Malcolm X Center and Community Group Homes, Inc.

The location of the John Robert Evans Group Home is at 1620 Franklin Street, which is in the east and northeast quadrant of the City and County of Denver.

The Kenneth P. Joos Group Home was developed to also facilitate residential care services for highly recidivistic juvenile impact and multiple theft offenders. The program fostered similar differential treatment services as those found at the John Robert Evans Group Home, and provided an open group home setting for 15 clients in residence for an average length of stay of from four to six months with no maximum length of stay. The Joos program allowed those youth in residence the opportunity to either attend school or be involved in an employment effort within the community. Community services and resource benefits were also provided in conjunction with mental health services delivered by the Malcolm X Center for Mental Health.

The location of the program is at 1546 Williams Street, which is in the east and northeast quadrant of the City and County of Denver.

Concomitantly, Community Group Homes, Inc., provided limited bed space in the William Funk, Harriot Hunter and Rupert J. Hernandez Group Homes to highly recidivistic impact and multiple theft offenders as a part of the inkind program services contribution to the YRRP. In fiscal year 1971-1972, the Colorado State Department of Institutions, Division of Youth Services was appropriated funds by the Colorado State Legislature in order to purchase services for



General Project Description (Continued)

juvenile offenders committed to their care. In response to this program, Community Group Homes, Inc., developed the aforementioned open group homes which focused on extending residential care services to youthful offenders within the City and County of Denver and throughout the State of Colorado. All offense groups were served in residence through the development of dispositional plans based on the overall individual treatment needs. As a result of the purchase of service contract with the Division of Youth Services, the William Funk, Harriot Hunter and Rupert J. Hernandez Group Homes were able to offer residential care, differential mental health and community services from April 1, 1973 through March 31, 1974 as a part of the Youth Recidivist Reduction Program.

The William Funk Group Home, which was developed in January of 1972 as an alternative residential care program within the Juvenile Justice System, served as a long-term, open group home for primarily Delinquent and Children In Need of Supervision cases referred by the Division of Youth Services and secondarily, similar juvenile offenders referred by the Denver Juvenile Court. An estimated four beds a month were specifically utilized as a part of the YRRP program, and the William Funk Group Home provided a similar service delivery continuum as described at the John Robert Evans and Kenneth P. Joos Group Homes.

The location of the program is 1408 Adams Street, which is in the northeast quadrant of the City and County of Denver.

The Harriot Hunter Group Home, which was developed in March of 1972, served as a long-term, open group home facility for girls between the ages of 10 and 18 years of age who may otherwise have been referred to, or remained in, correctional institutions and detention facilities. Approximately three beds were devoted to the YRRP program throughout the initial project year and allowed for female youthful offenders with impact and multiple theft backgrounds to receive general treatment and community rehabilitation services.

General Project Description (Continued)

The location of the Harriot Hunter Group Home program is at 1336 Clayton Street, which is in the northeast quadrant of the City and County of Denver.

The Rupert J. Hernandez Group Home, developed in May of 1972, has provided short-term, open, residential care for youthful offenders referred by the Division of Youth Services and the Denver Juvenile Court. The Hernandez program structure has implemented transitional community-based group home services for legal offenders requiring placement prior to being referred to a related program, independent living, or their natural home. Approximately four beds of the total bed capacity of ten were devoted to the YRRP program throughout the initial project year, and similar treatment services were made available to those clients in residence and involved in the after-care and follow-up program.

The William Funk, Harriot Hunter and Rupert J. Hernandez Group Homes provide a total aggregate of 28 beds for youthful offenders within the City and County of Denver and the State of Colorado. Of those 28 beds, 11 were devoted to highly recidivistic and multiple theft cases residing in the City of Denver, resulting in additional residential care services being extended to the YRRP program.

The YRRP project developed a programmatic framework which is community-based and focuses on reducing recidivism of youthful offenders with impact and multiple theft backgrounds. The programs' salient features are as follows: The development of a semi-closed (minimum security) group home which represents the first attempt at de-centralizing juvenile correctional institutions and detention facilities; the development of an open group home for offenders involved in prior arrests for robbery, burglary, assault, rape and multiple theft; the utilization of small, community-based, long-term, open residential care facilities in order to intensify the differential treatment aspects of YRRP; and, the development and implementation of a service delivery continuum within the community which functions as a part of the residential care segment of the Juvenile Justice System.

General Project Description (Continued)

These specific types of program elements are necessary when considering the development of similar projects for Denver or other urban locations possessing high recidivism rates, as a result of a need for alternative, residential care for youthful offenders. This type of alternative increases the likelihood of individual treatment needs being met by a programmatic structure which offers immediate access to the community under specialized supervision and treatment conditions.

Beginning April 1, 1973 and extending through March 31, 1974, the YRRP program evaluated and placed in residence 98 impact and multiple theft offenders. Diagnostic, evaluation, after-care and follow-up services were provided all clients referred to the YRRP program. A reduction in recidivism by 25% to 35% was proposed during the initial project year among those youth placed in residence at either the existing or newly created group home programs. The YRRP program was able, as of March 31, 1974, to reduce the impact re-arrest rate of those in the program by 64.4% as compared with a prior city-wide base line recidivism rate developed by the Denver Anti-Crime Council.

By allowing for the development of initially open group home programs and eventually semi-closed programs, both the Denver Anti-Crime Council, of the City and County of Denver, and the State of Colorado, have enabled the Community Group Homes, Inc., organization to reduce commitments to the Department of Institutions; divert youthful offenders from their natural homes or other youth serving agencies in order for individual treatment needs to be met; reduce prolonged stays in juvenile correctional institutions and detention facilities; and ensure, by the very existence of Community Group Homes, Inc., the implementation of group homes designed to reduce recidivism among youthful offenders.

B. Project Objectives, Data Collection, Results and Evaluation

The Youth Recidivist Reduction Program developed, prior to April 1, 1973, goals and objectives involving the LEAA crime specific areas of robbery, burglary, assault, rape and multiple theft in conjunction with youthful offenders requiring alternative residential care in the community. The objectives under YRRP were as follows:

GOAL: 1. REDUCTION OF RECIDIVISM AMONG YOUTHFUL OFFENDERS IN LEAA MANDATED CRIME-SPECIFIC AREAS (ROBBERY, BURGLARY, ASSAULT, RAPE AND MULTIPLE THEFT) BY 25-35 PERCENT FOR TARGET OFFENDERS UNDER THE PROGRAM.

Objective: The Youth Recidivist Reduction Program proposed to reduce the rate of recidivism among 108 juvenile offenders who had two or more arrests and/or convictions within the impact offense area of the Juvenile Justice System. The program proposed a residential care alternative consisting of five group homes which focused on juvenile impact offenders and provided community and mental health treatment services. Finally, the YRRP project proposed the coordination and direct delivery of services for the group home programs to facilitate the reduction of recidivism.

GOAL: 2. REDUCTION OF THE JUVENILE-RELATED HIGH IMPACT CRIME RATE WITHIN THE CITY AND COUNTY OF DENVER.

Objective: The YRRP project proposed a community-based, correctional program which was to identify and provide direct services to those youthful offenders who were responsible for an estimated 50% of the high impact crime offenses within the City and County of Denver. The program was to ascertain their needs and develop relevant dispositional treatment plans which would directly reduce their recidivism rates. Finally, the project proposed the coordination of residential, social and clinical services in conjunction with a community-based, mental health center (Malcolm X Center for Mental Health) for those highly recidivistic youthful offenders in need of group home programs.

B. Project Objectives, Data Collection, Results and Evaluation  
(Continued)

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The Youth Recidivist Reduction Program contracted with the Behavioral Research and Evaluation Corporation in Boulder, Colorado to perform an independent evaluation of the project's achievement relative to the impact and results of the group home programs under YRRP as proposed in the aforementioned goals and objectives. The research and evaluation staff of the Behavioral Research and Evaluation Corporation (BREC) developed an evaluation design which enabled the YRRP program to be described from a systems-flow analysis perspective; a reporting of the type and amount of services provided by Community Group Homes, Inc., and the Malcolm X Center for Mental Health to impact youthful offenders; a recidivism analysis in terms of changes in "persons" and "behavioral" recidivism rates; and the overall performance and effectiveness of Community Group Homes, Inc.

A final report was prepared by BREC delineating the project objectives, achievement of results, and the evaluation of those results. The report summarized the data collected from the Delinquency Control Division of the Denver Police Department and the Denver Juvenile Court and Division of Youth Services in terms which were relevant to the data base design and in terms of the significant relationships which developed between the implementation and the methodology of the project and its results. A complete description of the conditions of the project, its clientele, environmental factors, and the intra and inter-relationships of the project were described in the final report prepared by BREC.

The flow charts included in the final evaluation report (refer to appendix I) reflect upon the number of youth referred to Community Group Homes' Admissions Committee by referral sources, the legal status of those receiving services under YRRP, the type of offense history of those in residence, and the basic characteristics of age, sex and cultural origin of those receiving services under YRRP. The flow analysis section describes placements into and transfers within the five group homes utilized by the YRRP project. In addition, terminations and placements and reasons thereof were also reported as a part of the final evaluation (refer to appendix I, pages 1 through 12).

## B. Project Objectives, Data Collection, Results and Evaluation (Continued)

The delivery of services by both the professional staffs of Community Group Homes, Inc., and the Malcolm X Center for Mental Health were reported within the BREC report in terms of the amount and types of services, specifying client hours received by youth in each of the group homes over the period of from April 1, 1973 to April 1, 1974. This type of finding describes specific clinicians and their amount of service delivery throughout the project year, as well as the type and amount of services provided by the residential care staff within the group home programs (refer to appendix I, pages 12 through 16).

A recidivism analysis was performed by BREC and was defined in terms of re-arrests by the Denver Police Department. Both a "persons" recidivism rate and a "behavioral" recidivism rate were calculated; the first representing the proportion of youth who have one or more re-arrests during their period of risk, i.e., while in residence or under the follow-up program of YRRP; and the second which indicates the number of re-arrests per 100 youth during their mean period of risk. The recidivism analysis presented also described differences between post-entry re-arrests, post-release re-arrests and re-arrests during residency at the group homes (refer to appendix I, pages 17 through 31).

In addition to the aforementioned analysis, qualitative data regarding the YRRP performance and effectiveness was also gathered through an interviewing process involving those familiar with Community Group Homes, Inc. The interview included a series of 40 questions regarding awareness and utilization factors relative to the five group home programs under YRRP (refer to appendix 1, pages 32 through 36).

### Project Methodology Changes

The Youth Recidivist Reduction Program initiated changes in the program methodology in the group home programs throughout April, May and June of 1973 in order to increase the effectiveness of the project. The Kenneth P. Joos Group Home was originally proposed as a semi-closed (minimum security) group home facility. A proposal was submitted in June of 1973 to the Denver Anti-Crime Council requesting the conversion of the Joos Group Home from a semi-closed to

B. Project Objectives, Data Collection, Results and Evaluation (Con't)  
Project Methodology Changes (Continued)

an open home. The rationale for this program modification was based on fiscal and programmatic changes of the purchase of service program sponsored by the Colorado State Department of Institutions, Division of Youth Services. Beginning in fiscal years 1971-1973, the Colorado State Legislature authorized the Division of Youth Services to expend funds for purposes of purchasing community or institutional correctional/treatment services. The funds were used to pay for Children in Need of Supervision cases under the jurisdiction of the Division of Youth Services. In addition to the state allocation, the Division of Criminal Justice appropriated a matching amount to the Division of Youth Services to be used to purchase services for Delinquent and Children in Need of Supervision cases under the jurisdiction of the Denver Juvenile Court.

Beginning in fiscal year 1973-74, the Colorado State Legislature assumed the full responsibility for the entire purchase of service program and appropriated 100% of the funds to be used for the purpose of purchasing community-based residential care services. Due to the elimination of supplemental funding from the Division of Criminal Justice, the purchase of service program was restricted to only those youthful offenders in need of placement services under the jurisdiction of the Division of Youth Services. This type of program change eliminated the use of three of the five group home programs by the Denver Juvenile Court and therefore hindered the placement capabilities of Community Group Homes, Inc., relative to impact and multiple theft cases requiring open residential care within the community. For these reasons, the Kenneth P. Joos Group Home was converted from a semi-closed to an open group home (refer to appendix II, pages 1 through 4).

In addition, a specific number of residential care bed spaces were established at the William Funk, Harriot Hunter and Rupert J. Hernandez (formerly the Robert A. Hively program) Group Homes to serve highly recidivistic impact and multiple theft cases in YRRP. A more definitive determination of the total number of youthful offenders to be served by YRRP was projected regarding those to be served in residence on an annual basis as well as those to be served on an out-patient and emergency services program level by the Malcolm X Center.

B. Project Objectives, Data Collection, Results and Evaluation (Cont)  
Project Methodology Changes (Continued)

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The Youth Recidivist Reduction Program project initially proposed to serve 175 youthful offenders in residence, 50 youth recidivists on an out-patient and emergency basis and approximately 200 youth recidivists on a diagnostic and evaluation basis. This projection was revised in June of 1973 and projected an adjusted number to be served in residence of 108, with the out-patient and diagnostic and evaluation client total remaining the same (refer to Appendix III, pages 1 through 4).

A revised time table regarding staff selection and orientation, project data base design, group home lease arrangements and renovations, program services delivery, data collection and evaluation, independent fiscal and evaluation audits and project reporting periods, was proposed to, and accepted by, the Denver Anti-Crime Council in June of 1973 (refer to Appendix III, page 4).

Additional changes in the program methodology throughout fiscal year 1973-74 were as follows: The John Robert Evans, Kenneth P. Joos and Rupert J. Hernandez Group Homes were originally proposed to serve both male and female clients in residence. All three of the group homes, during the initial project year, were converted to all male client populations due to 70% of all cases being processed by the Denver Juvenile Court being males and because there were fewer female referrals with impact backgrounds as ascertained by the Central Admissions Committee of Community Group Homes, Inc.

The limit of stay at the William Funk, Harriot Hunter, John Robert Evans and Kenneth P. Joos Group Homes, was changed from a maximum of nine months to an unlimited length of stay. A requested variance was proposed regarding the types of offenders which were to be served under YRRP. This involved a request for the inclusion of up to 20 multiple theft cases which were to be included with those impact offenders served in the group home programs (refer to Appendix IV). All of the aforementioned program modifications allowed for the scope of the project to be extended to some potential impact offenders and allowed the group homes the opportunity to achieve a higher average number of clients in residence, thereby enabling both the Denver Juvenile Court and the Division of Youth Services to refer highly recidivistic offenders to all five group homes and reduce the



B. Project Objectives, Data Collection, Results and Evaluation (Con't)  
Project Methodology Changes (Continued)

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time between the point of referral and when the client is admitted into residency.

Finally, the total bed capacity of the John Robert Evans and Kenneth P. Joos Group Homes was reduced from 16 to 15 in each facility in order to comply with the child care standards (of allowing 60 square feet of living space for each individual placed) as imposed upon Community Group Homes, Inc./YRRP by the Colorado State Department of Social Services, and Denver's Health and Hospitals (Sanitation Department) Residential Care Licensing Departments (refer to Appendix IV).

A final programmatic change developed in the fall of 1973 in response to a re-organization plan initiated by the Division of Youth Services. The Parole Department Interstate Compact Office and Placement Office of the Division of Youth Services, was re-organized and placed under a Department of Community Services. This type of re-organization enabled Community Group Homes, Inc., to continue to receive not only Children in Need of Supervision cases but also Delinquent cases under the jurisdiction of the Division of Youth Services. This program methodological adjustment increased the likelihood of the YRRP group homes receiving appropriate highly recidivistic impact and multiple theft offenders from state juvenile institutions and youth camps who were residents of Denver and in need of transitional group home services.

Standard and Special Conditions

The Youth Recidivist Reduction Program in March of 1973 received from the LEAA Region VIII Office, a list of standard and special conditions required of Community Group Homes, Inc., which was to be adhered to throughout the initial project year (refer to Appendix V, page 1). In response to these conditions, a policy memorandum was issued by the administration of Community Group Homes/YRRP certifying and agreeing to adhere to the reporting requirements established by LEAA, the standard conditions for discretionary grants as they apply to the YRRP, and included a sole source procurement justification of both the mental health services and project evaluation services required by the YRRP project.

B. Project Objectives, Data Collection, Results and Evaluation (Con't)  
Standard and Special Conditions (Continued)

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In addition, the policy memorandum agreed to seek maximum savings on equipment through competitive bids and to submit additional narrative justification relative to the costs of operating expenses prior to the expenditure of funds from this category. These narrative justifications were prepared in March of 1973 and submitted as a part of the YRRP to the Region VIII LEAA Office (refer to Appendix V, pages 1-11).

The standard and special conditions policy developed by Community Group Homes was adhered to throughout the entire project year of from April 1, 1973 through March 31, 1974, and was adopted as a part of the programmatic guidelines of the YRRP program.

C. Project Narrative

The John Robert Evans, Kenneth P. Joos, Rupert J. Hernandez, William Funk and Harriot Hunter Group Homes, under the auspices of Community Group Homes, Inc./YRRP, provided specific methods of procedure which were compatible with the reduction of crime in the LEAA mandated crime specific areas of robbery, burglary, assault, rape, and multiple theft. The YRRP residential care impact program was developed in response to the need for more effective community-based treatment for highly recidivistic youthful offenders in the City and County of Denver. A project proposal was designed which purported the concept of de-centralizing juvenile institutional approaches through the diversion of offenders to small, community-based, differential treatment group homes. The group home programs were designed to facilitate intake; diagnostic and evaluation reviews; admissions staffings; residential placements; program services which utilized a variety of treatment modalities and community resources (i.e., the Malcolm X Center for Mental Health); and the coordination of alternative education, recreation, job development, placement and follow-up, professional and lay volunteers, practical and social skills training, and other related existing community services.

The program methodology under the YRRP project, was implemented in terms of specific program descriptions which outlined the philosophy, objectives and program services of the group homes relative to residential and differential treatment care.

Each group home was designed from the premise that youthful offenders require an environment in the community whereby they can begin to build a productive and acceptable life. This required not only efforts directed towards changing the individual offender, but also the mobilization and change of the community and its institutions through the utilization of community resources aimed at meeting the needs of those clients in residence on an individual basis. This type of service delivery continuum enables the group home, its clients, and the community, to build solid ties and create an atmosphere of youth advocacy within the Juvenile Justice System.

Specific program procedures in the five programs under YRRP entailed the following:

C. Project Narrative (Continued)

1. Intake, Diagnostic and Evaluation Services -  
The Malcolm X Center for Mental Health, operating under an affiliation agreement with Community Group Homes, Inc., provided intake, diagnostic and evaluation services to all clients referred to the Youth Recidivist Reduction Program. This segment of the service delivery continuum involved testing procedures, initial interviews, a review of all former reports describing the social and clinical composition of those clients referred and involved the utilization of youth peer group counselors who assessed those referrals from a cultural and economic standpoint. Client evaluations were then prepared by the Malcolm X Center for presentation at the Central Admissions Committee meetings held weekly by the YRRP program.
  
2. Admissions -  
Subsequent to the diagnostic and evaluation process, prospective clients were screened for admission to one of the five group homes by the Central Admissions Committee of YRRP. The Committee was composed of representatives from the Denver Juvenile Court; the Malcolm X Center for Mental Health; the Colorado State Department of Institutions, Division of Youth Services; the Northeast Denver Youth Services Bureau; Community Group Homes, Inc.; and the referral agency. The Committee met weekly to review the diagnostic findings as ascertained by the Malcolm X Center and the materials which accompanied the application for admission. Each member of the committee was entitled to one vote and the opportunity to review the clients' background and needs relative to the YRRP program. The committee chairman was entitled to a vote only when there was a tie regarding acceptance or rejection of the referral. Each committee member was given complete group home program descriptions delineating in detail program services, types of offenders to be accepted, and other pertinent information in order to assist them in performing adequate reviews and making realistic determinations (refer to Appendix VI).

C. Project Narrative (Continued)3. Placement -

Upon completion of the Admissions Committee process, each client accepted by the Committee was referred to the group home best suited for his treatment needs. A representative from the referral agency, i.e., Denver Juvenile Court or Division of Youth Services, was requested to contact the Residential Director of the group home so that appropriate arrangements could be made for receiving the client. An initial placement interview was scheduled at this time which involved explaining the program rules, structure, and philosophy to the client being accepted. The appropriate intake forms were completed and each client was assigned a room, linen and personal care articles (refer to Appendix VII).

4. Program Structure -

Each group home under YRRP functioned according to either a bi or tri-level behavior modification system on a day-to-day basis. All new clients who entered the program were assigned to the first level of the system. The levels were designated Team I, II or III and a client could progress from level to level in approximately 30 day increments provided sufficient points were earned. The team level approach enabled both the residential staff and the clients to judge the effectiveness of pre-conceived dispositional treatment plans and to track the progress and activities of those clients in the group homes. Specific rules and privileges were assigned to each team level in conjunction with major overall program rules. Points were determined by a grading system which utilized a criteria reference scale which involved specific chores, school activities, and other related contingencies and a description of those contingencies in conjunction with assigned points.

In addition to the team levels, the program structure included a special treatment level for those clients with exceptional behavioral difficulties. In this instance, a special treatment plan was devised on an individual basis to take the place of the established aforementioned team levels.

C. Project Narrative (Continued)  
Program Structure (Continued)

Individual contracts for each client in residence were also developed in conjunction with the established team levels. This type of contract describes particular problems experienced by clients in residence which are not being addressed by other treatment modalities within the program. They are designed to respond to particular problems in need of correction and a point system is generally a part of each individual contract to the extent of specific points being assigned to outlined objectives.

Highly specialized mental health services were made available to all clients in the group homes and were provided by the Malcolm X Center for Mental Health in conjunction with the professional staff of Community Group Homes, Inc./YRRP. Individual, group and family therapy was delivered on the basis of need as determined by the Malcolm X Center's Diagnostic and Evaluation team. Concomitantly, ancillary treatment services of a drug counseling, art therapy and cultural awareness nature were provided YRRP clients. This segment of the service delivery continuum operated under a contractual agreement between the Malcolm X Center and Community Group Homes, Inc., which provided the group homes complete access to the Center.

5. Staffing Patterns

The John Robert Evans and Kenneth P. Joos Group Homes, under YRRP, functioned under a staffing pattern composed of a residential director, a set of houseparents, and a residential mental health worker. In addition, the group homes received counseling and residential care services from residential correctional guidance counselors in conjunction with mental health treatment personnel from the Malcolm X Center for Mental Health.

The William Funk, Harriot Hunter and Rupert J. Hernandez Group Homes exhibited staffing patterns which were composed of houseparent couples and residential correctional guidance counselors and treatment team personnel from the Malcolm X Mental Health Center. The duties and responsibilities of the residential staff were specifically in the areas of residential care and the coordination of community resources.

C. Project Narrative (Continued)  
Staffing Patterns (Continued)

The treatment staff was responsible for the direct delivery of individual group and family therapy and for providing follow-up and after-care services to those clients terminated from the group homes.

A complete program description of each of the five group homes, i.e., John Robert Evans, Kenneth P. Joos, William Funk, Harriot Hunter and Rupert J. Hernandez, under the Youth Recidivist Reduction Program, has been included as a part of the final report under Appendix VIII. The attached program descriptions describe the basic service delivery continuum developed and implemented throughout the first project year (April 1, 1973 through March 31, 1974).

In addition to the program descriptions, supporting materials which are germane to the program descriptions, have been included with this report. These include personnel policies involving employment procedures and other related personnel standards of the YRRP project; client evaluation guidelines which were used to prepare reports on a monthly basis and described all clients in residence in terms of their dispositional plans and progress to date; follow-up and after-care procedures which involved 30, 60, 90 day, 6 and 12 month contacts, of all clients terminated from the group home programs; and a training services policy describing the various training levels required of the residential staff in the group homes (refer to Appendix IX).

Project Continuation

The Youth Recidivist Reduction Program, in February of 1974, prepared and submitted a continuation proposal to the Denver Anti-Crime Council in order to continue the YRRP for a second project year. The continuation proposal described similar program services as those fostered during the initial project year and proposed a continued recidivism reduction of between 25% and 35%. In addition,

C. Project Narrative (Continued)  
Project Continuation (Continued)

the second year proposal requested funding for only the John Robert Evans, Kenneth P. Joos and Rupert J. Hernandez Group Homes. Treatment services were internalized to the extent of the inclusion of up to three full-time clinicians under the direction of the YRRP administration. The Malcolm X Center for Mental Health contractual arrangement was discontinued as of the end of March of 1974 so that more intensified treatment services could be provided in the group homes by the treatment team of Community Group Homes, Inc. The research and evaluation design for the second project year was revised to the extent of including a research assistant as a part of the administration of YRRP in conjunction with contractual services provided by an independent research and evaluation firm. The project was approved for a second year and began on April 1, 1974 to provide residential care for 40 highly recidivistic youthful impact and multiple theft offenders (refer to Appendix X).



D. Major Accomplishments

The major accomplishments throughout the project year of from April 1, 1973 through March 31, 1974 of the YRRP are as follows:

1. The development and implementation of two crime specific group home programs which served as youth recidivist reduction models under the Impact Cities Program of Denver. The two programs represented an expansion of residential care services creating an enlarged treatment continuum within the Juvenile Justice System. One of the two programs was semi-closed while the other remained open and more flexible relative to the utilization of community resources by clients in residents. Both programs served impact and multiple theft cases referred by the Denver Juvenile Court and the Colorado State Department of Institutions, Division of Youth Services. Ninety-eight impact youthful offenders were served in residence throughout the project year which represented a 91% attainment of the total projected number (108) to be served by YRRP annually.

The project included three open group home programs, i.e., the William Funk, Harriot Hunter and Rupert J. Hernandez Group Homes which added to the impact capabilities of the residential care effort under YRRP. These three programs were not funded directly by the YRRP program, but contributed, on an inkind contribution basis, bed space for 11 clients daily who had impact and multiple theft backgrounds and were judged to be highly recidivistic. This effort enabled the YRRP project to extend its bed capacity to a total aggregate of 41 clients served under the project on a daily basis (refer to Appendix VIII).

2. A reduction in the average number of impact re-arrests was realized by the YRRP program during the initial project year. The expected rate for impact arrests for similar types of offenders during a one year follow-up was calculated to be 78.4 in terms of a prior city-wide base line established by the Denver Anti-Crime Council.

The observed rate of impact re-arrests during a one year follow-up by the YRRP program, demonstrated only 27.9 re-arrests for a lower rate (50.5) of impact re-arrests than what was expected. The percentage reduction equaled 64.4% for those clients served in residence (Refer to Appendix I).

3. The YRRP program reduced the total number of expected overall offenses during a one year period of time from 215.2 to 137.8. This represented a reduction in the total number of overall re-arrest offenses by 77.4 or a percentage reduction of 36% (refer to Appendix I).

4. Community Group Homes, Inc.,/YRRP did not greatly reduce the overall chances of a youthful offender being re-arrested for one or more offenses. That reduction was estimated to be only 3.1% in terms of the proportion of YRRP youth being re-arrested for any type of offense during a one-year period of time. However, the YRRP project was effective in the reduction of the number of re-arrests and the likelihood of a re-arrest for an impact offense which was the main goal and accomplishment of the project (refer to Appendix I).

5. The residential care, treatment and community services delivery continuum of the YRRP program exemplified a major accomplishment through the combining of refined differential treatment modalities with community-based mental health services and coordinated community resources and professional residential staffing patterns. In addition, the development of a semi-closed group home marked the beginning of a de-centralization process relative to traditional institutional care and detention services. Of those youthful offenders served in residence, a majority received individualized treatment which operationalized the concept of community-based correctional rehabilitation.

E. Major Problem Areas

The major problems experienced by the Youth Recidivist Reduction Program throughout the initial project year were as follows:

1. The five group homes, i.e., John Robert Evans, Kenneth P. Joos, William Funk, Harriot Hunter and Rupert J. Hernandez Group Homes, under YRRP, experienced an on-going problem, during the first year of the project, relative to the operation of the group home as the result of inadequate staffing patterns. The original organizational structure of YRRP consisted of residential directors, houseparent couples, relief personnel and correctional guidance counselors in conjunction with a project director and an assistant director. The project director's administrative duties were the overall responsibility for the YRRP program. The Assistant Director was also involved in administering all of the group homes under YRRP. The residential directors, during the initial project year, supervised approximately two group homes each under YRRP. Each of the five group homes utilized a set of houseparents in conjunction with relief personnel and correctional guidance counselors who provided basic treatment services.

The basic residential staff, i.e., houseparent couples, presented an ongoing problem to the operation of group homes due to both individuals requiring time off simultaneously and thereby relying upon relief personnel who did not reside in the programs on a full-time basis. In addition, houseparent couples generally tended to terminate their positions at the same time, consequently reducing the chances for a consistent ongoing staffing arrangement and seriously jeopardizing the stability of the YRRP residential care effort. The residential directors were not always able to provide adequate supervision as a result of having to supervise more than one group home. The residential staff in general worked on an average of only three to six months and were oftentimes under qualified as a result of low salaries and a lack of promotional opportunities within the organization. This type of

E. Major Problem Areas (Continued)

situation often resulted in personnel being terminated or transferred to another group home.

The administration of Community Group Homes, Inc./YRRP initiated a change in the staffing patterns of the group homes in order to ensure a more consistent and comprehensive program relative to residential care services for highly recidivistic youthful offenders. The houseparent concept has traditionally been viewed, within the field of correctional administration, as mainly a custodial function. The YRRP project has attempted to professionalize the role of the residential staff by delegating responsibilities in the following areas: Hiring of support personnel; the allowance for greater decision making relative to client dispositional and service delivery requirements; and in the coordination of general community and group home services. In addition, a complete staffing change from houseparent couples to two residential correctional counselors in each group home was initiated. This type of staffing change enabled the group home programs to not have to depend upon relief personnel due to the possibility of each residential correctional counselor relieving one another periodically. Secondly, if one counselor terminates, this does not imply that both will no longer carry out the program's objectives. An additional residential correctional counselor may be hired or the remaining one elevated to a higher level within the group home program. Finally, a stepladder personnel system was developed which involved the following: Each residential correctional counselor has the opportunity to enter Community Group Homes, Inc., on Level I and experience both vertical and horizontal mobility up to a Level III staff position. This not only entails salary increases, but also the need for counselors to possess more sophisticated qualifications as they progress through the personnel stepladder system. Each residential mental health worker and residential director position will also begin at a Level I and extend up to a Level III. This type of system creates the opportunity for qualified staff members to experience promotional opportunities, salary increases, and additional professional duties as well as allows the YRRP program to remain competitive with both local and state related programs.

E. Major Problem Areas (Continued)

2. The YRRP project contracted with the Malcolm X Center for Mental Health in order to receive diagnostic and evaluation, direct treatment, and after-care and follow-up services for those clients in residence or on an out-patient basis. The Malcolm X Center is located in the northeast quadrant of the City and County of Denver and has been designated by the Colorado State Department of Institutions, Division of Mental Health, as solely responsible for providing community-based mental health services for those individuals residing in the northeast quadrant. In addition, the Center is also responsible for providing drug treatment services to hard-core addicts requiring alternative treatment services of a methadone maintenance nature. Finally, the Malcolm X Center, during fiscal year 1973-1974, became responsible for the treatment service activities formerly provided in northeast Denver by the Fort Logan Mental Health Center for the State of Colorado.

As a result of these particular service delivery responsibilities, the Malcolm X Center experienced difficulty in providing comprehensive, differential treatment services to the clients under YRRP. Service delivery developed in an inconsistent, unprofessional manner and provided few, if any, clinical approaches within the treatment areas of individual, group and family therapy due to the existence of an administrative supervision vacuum. Diagnostic and evaluation services developed into little more than cursory reviews of former data generated by referral agencies.

The administration of Community Group Homes, Inc./YRRP developed a solution to this particular problem through the planning and eventual initiation of internalized treatment services for the group home programs serving impact and multiple theft offenders. Staff positions were created which involved psychiatric social workers, a clinical psychologist and a consulting psychiatrist as a part of the staffing patterns of the group homes. These positions constitute a treatment team effort under the direct supervision of the YRRP program. Due to the critical nature

E. Major Problem Areas (Continued)

of residential care within the impact, community-based correctional framework of the YRRP program, this solution was eminent and should provide each resident with adequate treatment based on their individual dispositional plans.

3. The group home programs experienced an estimated 25% runaway rate from April 1, 1973 through March 31, 1974. This type of problem is not easily solved due to the open or semi-closed nature of the residential care programs and because they are community-based, and, at times, either within or near the neighborhoods of those clients being served. This particular problem is experienced by most residential care facilities who serve chronic offenders with past histories of runaway and other related status and criminal offenses. Additional serious client behavioral problems such as assault were also observed in the group home programs as a result of similar reasons.

The solution to the problem has come from the development of better staffing patterns resulting in increased supervision and in the development of comfortable living environments in combination with individualized treatment services. These problems will never be eliminated completely and usually result in a child being retained by the group home until he either adjusts to the program or is referred to a more intensified incarceration setting or a related program which better serves his needs.

4. The semi-closed group home program proposed, during the initial year of funding, internal educational services for those clients not able to leave the program due to their highly recidivistic nature. The public school system of the City of Denver failed to provide teachers, tutors or home study services as a result of budgetary problems and legal opinions rendered them by their attorneys to the effect that they are not responsible for those youth under the care of the YRRP program.

The solution to this particular problem was not possible during the first project year; therefore, the group home programs under YRRP relied upon alternative educational

E. Major Problem Areas (Continued)

programs and bused clients daily to these programs to ensure adequate supervision and minimum security standards. The Denver Public Schools have agreed with Community Group Homes, Inc., that they will provide partial home study services approximately two days a week beginning in the Fall of 1974. This will entail certified teachers delivering educational services to those clients in the semi-closed programs who cannot attend public or alternative schools due to their highly recidivistic backgrounds.

5. The Youth Recidivist Reduction Program originally proposed two semi-closed group home programs which were to serve impact and multiple theft youthful offenders. One of the two programs, however, was converted from a semi-closed to an open group home in response to fiscal and programmatic changes experienced by the Community Group Homes organization (refer to Appendix II, pages 1 through 4). The open facility served similar impact and multiple theft offenders in relation to the semi-closed program. It was ascertained by the administration of YRRP throughout the first project year, that an open facility could not serve highly recidivistic offenders and created numerous problems as a result of the difference in program structure. It has been determined that chronic impact offenders require a more structured and intensified closed treatment facility to reduce their recidivism effectively.

The solution to the problem was the conversion of the open facility to a semi-closed group home. This became possible at the beginning of the second project year, (April 1, 1974).

F. Overview

The Youth Recidivist Reduction Program expended \$357,636 of both federal and state and local matching funds throughout the project year of 1973-1974. The total allocation supported 41 beds of which 30 were developed by the federal part of the budget and the remaining 11 beds were sustained by state and local matching funds.

The staffing pattern was based on the utilization of house-parent couples in conjunction with residential mental health workers and directors. In addition, correctional guidance counselors were utilized as supportive treatment staff in conjunction with contracted mental health services from the Malcolm X Center for Mental Health. The research and evaluation duties and responsibilities were also contracted for, as well as business management consultation. The YRRP project also included, within personnel, additional staff positions along administrative support lines.

The group homes, developed or utilized under YRRP, provided residential care, differential treatment and community rehabilitation services to highly recidivistic impact and multiple theft offenders referred by either the Denver Juvenile Court or the Colorado State Department of Institutions, Division of Youth Services. Each of the five programs enabled the aforementioned agencies to divert youthful offenders from institutional settings and develop dispositional plans (court orders) which could more effectively reduce recidivism both in terms of re-arrests and additional adjudications.

Community Group Homes, Inc., fostered the concept of residential care (community-based), in the belief that a dynamic alternative was needed within the Juvenile Justice System. The community group home is designed from the premise that the development of an individual is, in large part, a function of his social milieu. In response to this, the operating programs were designed to provide a constructive, natural environment through which the person could learn to function as a responsible, autonomous individual within the mainstream of the community. All five group homes, under the auspices of Community Group Homes, currently serve a total of 58 juvenile offenders and represent the largest community-based, residential corrections program within the western region of the United States.



APPENDIX I

YOUTH RECIDIVIST REDUCTION PROGRAM

Final Evaluation Report  
for the period of  
April 1, 1973 - April 1, 1974  
Revised - June 20, 1974

Submitted to:

Mr. Bruce L. Bartlett  
Executive Director  
Community Group Homes, Inc.

Prepared by

Behavioral Research and Evaluation Corporation

June 20, 1974

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and Summary of Questions covered in the Interviews

## INTRODUCTION

As of April 1, 1974, the Youth Recidivist Reduction Program has been operational for a period of one year. It is this period that is being covered by the Final Evaluation Report. Basically, it will consist of three (3) types of analyses.

The first involves a Systems Flow Analysis presenting the number and characteristics of youth receiving services from Community Group Homes. This part of the Final Evaluation Report will also reflect upon the amount and type of services rendered to Community Group Homes youth. It will thus specifically address YRRP's objectives 2(two) through 6(six) which generally specify that YRRP is to provide and coordinate residential program alternatives, community rehabilitation, and mental health treatment services for High Impact youth recidivists.

The second type of analysis will deal with YRRP's objectives 1(one) and 4(four) which specify that the Youth Recidivist Reduction Program is to reduce the rates of recidivism among multiple offenders, and more specifically, High Impact offenders participating in the YRRP. The degree to which these objectives have been accomplished will be discussed in the Recidivism Analysis. Recidivism of YRRP clients during the year from April 1, 1973 to April 1, 1974 will be measured and compared to established offense history, ethnic background, and sex specific baseline recidivism rates of Denver youth.\* Both a "persons" and a "behavioral" recidivism rate will be calculated. The first represents the proportion of youth who have one or more rearrests during the year. The second rate indicates the number of rearrests per 100 youth during the same

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\* Data obtained from the Denver Anti-Crime Council.

time period. Calculations for both these rates will be performed for Impact as well as all rearrests.

In addition to the System Flow and the Recidivism Analyses, qualitative data regarding YRRP's performance and effectiveness will be presented in Part IV of this Report. Criticism as well as recommendations and suggestions obtained by interviewing those familiar with, and utilizing, the services of Community Group Homes will be summarized.

### I. FLOW ANALYSIS

An analysis of the flow of referrals to Community Group Homes during the year from April 1, 1973 till April 1, 1974 is presented in Figure XVII. Flow analyses on a monthly and a quarterly basis are also presented. (See Figures I-XVI\*\* in the Appendix) The flow charts reflect upon the number of youth referred to Community Group Homes Admissions Committee by referral source (Denver Juvenile Court or the Division of Youth Services), legal status (non-committed Delinquent, NCD; Committed Delinquent, CD; Non-Committed CHINS, NCC; and Committed CHINS, CC), type of offense history (Impact and Non-Impact), YRRP - Non-YRRP classification, age, sex, and cultural origin. Placements into, and transfers within, (from and to) the five (5) group homes are also shown in Figures I-XVII. Terminations of placement and reasons thereof - AWOL, emancipation, transfer to another institution, or return home by homes are reported as well.

#### a. Referrals to the Community Group Homes Admissions Committee

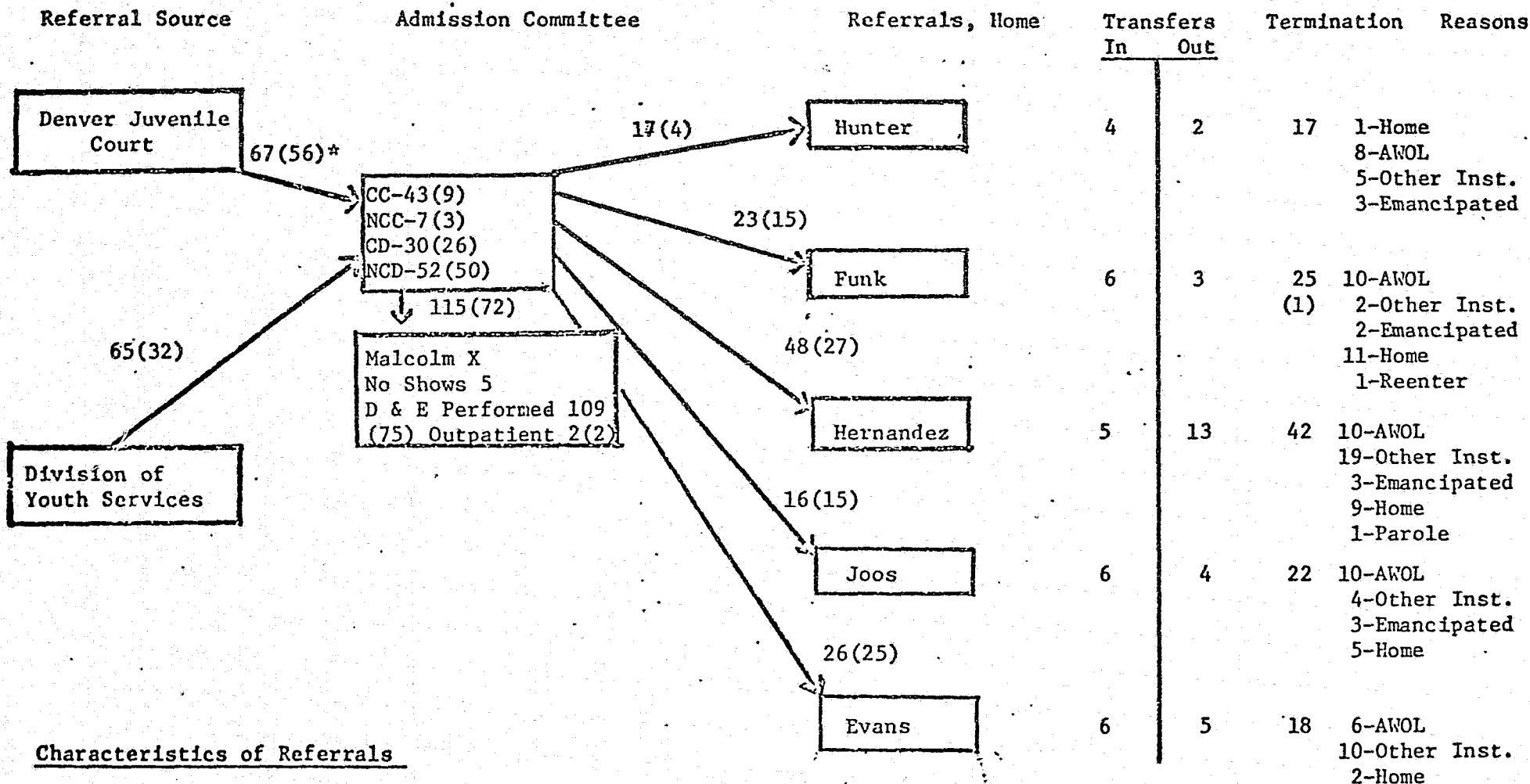
During YRRP's first year of operation (April 1, 1973 - April 1, 1974) a total of 132 youth have been referred and placed into Community Group Homes. In addition, however, 19 youth, admitted to Community Group Homes before, but who stayed beyond April 1, 1973\*, were reclassified as YRRP clients. Community

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\* Beginning of the Youth Recidivist Reduction Program in Community Group Homes.

\*\* For brevity, monthly analyses have been eliminated from this report. Quarterly analyses are included.

Yearly Summary Flow Chart  
 Community Group Homes  
 April 1, 1973 - April 1, 1974  
 Figure XVII



Characteristics of Referrals

Total 132  
 Impact 88  
 Burglary -182  
 Assault -50  
 Robbery -25  
 Rape -2  
 Theft -39  
 Non-Impact -44

Sex  
 Male 102 (81)  
 Female 30 (7)

Cultural Origin  
 Anglo 41 (17)  
 Black 35 (30)  
 Chicano 53 (38)  
 Indian 3 (3)

Age  
 13 7 (5)  
 13-15 57 (38)  
 16 68 (45)

YRRP 79  
 Non-YRRP 53

Total of Figure Ia and Figure XVII 151 plus 2 outpatients  
 YRRP - 97  
 Non-YRRP - 54

\*Numbers in parenthesis refer to Impact Offenders.

Group Homes served thus 153\* youth out of which 106 were Impact offenders.\*\* The flow analysis presented below will, however, concentrate only on those clients referred to Community Group Homes after April 1, 1973. The Denver Juvenile Court referred 67 youth and accounted thus for 50.75% of all referrals (132) to Community Group Homes during the period of April 1, '73 - April 1, '74. The Division of Youth Services contributed approximately the same percentage (49.25%) of referrals to Community Group Homes. It is interesting to note, however, that a disproportionate number (56) of Impact offenders were referred to Community Group Homes by the Denver Juvenile Court. It accounted for 63.5% of Impact referrals. Also, 83.5% of the Denver Juvenile Court's referrals had Impact backgrounds as compared to 49% of the Division of Youth Services' referrals. Of the total number (132) of youth accepted into Community Group Homes during the time period between April 1, '73 - April 1, '74, 88\*\*\* (66.6%) were Impact offenders accounting for a total of 259 High Impact offenses: 182 burglaries, 50 assaults, 25 robberies and 2 rapes. Besides these, their cumulative prior arrest record includes 39 thefts. This represents an average of more than 3 prior High Impact offenses per person.

The majority (77.2%) of youth referred were males. 92% of Impact offenders were males. The ethnic characteristics of the overall population of youth in Community Group Homes was 40.2% Chicano, 31% Anglo, 26.5% Black, and 2.2% Indian. The percentage distribution on the variable of ethnic origin is slightly different among Impact offenders. As is the case in the total youth population at Community Group Homes, Chicanos are numerically also

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\* Includes two youth on an outpatient status with the Malcolm X Center for Mental Health.

\*\* Figure Ia in the Appendix of this report indicates the number and characteristics of youth in Community Group Homes who after April 1, 1973 became YRRP clients.

\*\*\* Because of residency status only 79 of these qualified as YRRP clients.

dominant (43.4%) among Impact offenders. However, 34.1 percent of Impact offenders are Black compared with only 26.5 percent among the total population. In contrast, while 31 percent of the total population of Community Group Homes youth were Anglos, among Impact offenders Anglos represented only 19.4 percent. Thus it is apparent that Chicanos and Blacks (77.5%) are over-represented in the population of Impact offenders.\*

More than half (51.5%) of youth in the group homes were 16 years of age or older, 43% were between the ages of 13-15 and only 5.3% were below the age of thirteen. A very similar percentage distribution results when Impact offenders are considered separately. Again, more than half (51.1%) are 16 or over, 43.2% between 13-15 years old and 5.7% below the age of thirteen (13).

The percentage distribution on the variable of legal status for all Community Group Homes youth was as follows: 39.4 percent were NCD, 32.5 percent were CC, 22.7 percent were CD and 5.3 percent were NCC. It is apparent that the bulk (62.1%) of referrals were of "delinquent" status. The same applies even more so to Impact offenders, 86.3 percent of whom were of a "delinquent" status.

b. Admissions Committee Placements

Community Group Homes' Admissions Committee was operational only for the last ten (10) months (June 1973 - April 1974) of YRRP's existence. It was created in June of 1973 with the purpose of centralizing the referral procedures

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\* Only 66.7% of the total Community Group Homes population is either Black or Chicano.



as well as formulating a dispositional/treatment plan for all those referred to Community Group Homes. The referral process was initiated either by the Denver Juvenile Court (usually probation officers) or the Division of Youth Services (usually parole officers) by calling the Chairman of the Admissions Committee. Besides the Chairman who was on the administrative staff of Community Group Homes, the Admissions Committee was made up of two Juvenile Court representatives (one from both the Intake and the Field Probation Services), a representative from Malcolm X Center for Mental Health, (either the psychologist, psychiatrist, social or mental health worker involved in the diagnostic/evaluative services and/or treatment of the youth), the referring agents (probation or parole officers), a representative from the Northeast Denver Youth Services Bureau and a representative of Community Group Homes program staff. Program directors of the various group homes served as members of the Admissions Committee on a rotating basis. Each committee member was given one vote except the Chairman who was entitled to vote only when there was a tie vote. The Admissions Committee served as a decision making body. It was part of Community Group Homes' policy to insure that all the relevant information pertaining to the youth's family background, arrest record, social history and Malcolm X Center's\* psychological evaluation and placement recommendation were available to the members of the Admissions Committee when placement alternatives and dispositional/treatment plans were being considered and decided upon.

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\* Or other, if not older than six (6) months. Also, unless classified as an "emergency" case diagnostic evaluation was to be performed by Malcolm X Center for Mental Health before referrals could be considered for placement by the Admissions Committee.

During the one year period, 115 youth were referred to Malcolm X for diagnosis and evaluation services. Malcolm X performed 110 D & E's\* of which 75 (68.2%) were for Impact offenders. Two (2) of these referrals resulted in an ongoing outpatient relationship with Malcolm X Center for Mental Health.

Placements in the group homes during the year under consideration total 132 youth. (See Figure XVII) It is important to note, however, that the number of placements as shown on the Flow Charts reflect unduplicated counts of clients referred to the five group homes by the Admissions Committee. It does not, therefore, accurately reflect the number of cases considered by the committee.\*\*

During its ten month period of functioning, the Admissions Committee has considered a total of 127 cases. Seven of the referrals to the Admissions Committee were refused placement in Community Group Homes and resulted only in recommendations of different kind of placement. Twenty-nine youth were considered by the Admissions Committee more than once.\*\*\* Nineteen youth had two reviews of placement, 6 youth had 3 reviews and 2 youth had as many as 4 reviews of placement by the Admissions Committee.

Out of the total number (132), 48 (36.4%) were placed in the Hernandez Group Home, 26 (19.7%) were placed into Evans Group Home, 23 (17.4%) into Funk, 17 (12.9%) into Hunter and 16 (12.1%) into Joos Group Home. Numerically, the largest number of placements was made to the Hernandez Group Home. This home also had the highest number of transfers and terminations.

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\* Five youth did not show up for their D & E.

\*\* The Admissions Committee may consider a referral more than once. It also has the option, after consideration of the referral, to refuse placement in Community Group Homes.

\*\*\* Either for placement in Community Group Homes or review of placement after admission to, transfer or AWOL from, Community Group Homes.

Given its capacity of ten (10), this home clearly had the highest turnover rate (nearly 5 turnovers during the year). This seems consistent with the Hernandez Group Home's main function - to provide youth with a short-term placement opportunity. As far as Impact offenders are concerned, 27 (30.7%) were placed into Hernandez Group Home and 28.4 percent were placed into Evans Group Home. Both Funk and Joos Group Homes received 17 percent of all Impact offenders. Hunter Group Home received only 4.5 percent of all Impact offenders during the year.\* It is important to realize, however, that the proportion of Impact offenders in residence varied from 23.5 percent in the Hunter Group Home, 56.3 percent in Hernandez, 65.2 percent in Funk Group Home to 94 percent in Joos and 96 percent in Evans Group Home.

The average length of residence in the group homes, as well as, the range of stay (minimum and maximum stay) for YRRP youth by homes is presented in Table 1.

Table 1  
Average Length of Stay, Range of Stay and  
Adjusted Average Length of Stay of YRRP Youth by Homes  
April 1, 1973 - April 1, 1974

Group Homes	Average Length ( $\bar{X}$ ) of stay in days/months	Range of Stay No. of Days		Adjusted ( $\bar{X}$ ) Average Length of Stay	N
		Min.	Max.		
Hernandez	73 days/2.43 mo.	2	562 18.7 mo.	82 2.73 mo.	3
Funk	83 days/2.77 mo.	1	220 7.33 mo.	86 2.87 mo.	1
Evans	92 days/3.07 mo.	1	219 7.3 mo.	100 5.33 mo.	3
Joos	111 days/3.7 mo.	11	252 8.4 mo.	111 3.7 mo.	0
Hunter	116 days/3.87 mo.	1	247 8.23	133 4.43	1
TOTAL	3.17 mo.	3.2 d	9.9 mo.	3.41 mo.	8

\* 2.3 percent (2 youth) were on an outpatient status at the Malcolm X Center for Mental Health.

In this table you will also note that an adjusted average length of stay is reported. (column 4). It is calculated by eliminating from the sample\* all those youth who stayed in the homes for a period of only one week or less. It is the evaluator's belief that this allows for a more accurate and realistic picture of the average length of stay in residence at the group homes. Thus the "adjusted" average length of stay at the group home does not take into account those youth who immediately went AWOL, were placed into a group home only on a temporary basis, or were soon transferred to another group home. As seen in Table 1, the average length of stay varies from 73 (Hernandez) to 116 days (Hunter Group Home). The range of stay also varies from the minimum of 1 day (in Funk, Hunter and Evans Group Homes) and 11 days (Joos) to a maximum of 18.7 months (Hernandez Group Home). Table 2 presented below compares the actual "adjusted" average length of stay with the expected length of stay as specified by the Youth Recidivist Reduction Program.

Table 2  
Expected and Actual Average Length  
of Stay of YRRP Youth by Homes

Group Home	Expected Average Length of Stay Months	Actual Adjusted Length of Stay Months
Evans	4-6	3.33
Joos	4-6	3.7
Funk	4-6	2.9
Hunter	4-6	4.4
Hernandez	1-3	2.7

\* Eliminates 8 youth - 3 from both Evans (10.7%) and Hernandez (15.8%) Group Homes and 1 from both Funk (4.8%) and Hunter (14.3%) Group Homes who left during their first week of stay in the homes.

As seen in Table 2, the actual length of stay in the Hunter and Hernandez Group Homes falls within the time limits specified by YRRP. In the other homes, Joos and Evans specifically, the average actual length of stay come very close to the intended one. Only in the Funk Group Home was the average length of stay much below (by 27.5%) the intended one.

c. Transfers and Terminations \*

There were a total of 27 transfers within the five (5) group homes during the one year period under consideration. Table 3 below presents the number of transfers from and to various group homes within Community Group Homes.

Table 3  
Number of Transfers within the Five Group Homes  
April 1, 1973 - April 1, 1974

Group Home	Number of Transfers	
	From	To
Evans	5	6
Joos	4	6
Hernandez	13	5
Funk	3	6
Hunter	2	4
TOTAL	27	27

As the Table indicates, the highest number of transfers took place in Hernandez Group Home, followed by R. Evans and Joos Group Home. The least number of transfers occurred in H. Hunter Group Home. This was to be expected since this was the only CGH facility for female offenders.

During the same time period (April 1, '73 - April 1, '74), there were total of 124 terminations of placement from the five (5) group homes. Thus it appears that the majority (81%) of those who were in one of the five

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\* Transfers refer to moves from one Community Group Homes residential facility to another. Transfers thus do not leave Community Group Homes Jurisdiction. Terminations refer to exits from Community Group Homes, i.e youth who leave Community Group Homes jurisdiction entirely.

group homes during the time period from April 1, 1973 to April 1, 1974 also terminated during this time.\* The number of terminations and the reasons thereof by homes are presented in Table 4.

Table 4  
Number and Reasons for Termination of  
Placement by Homes  
April 1, 1973 - April 1, 1974

Group Home	Number of Terminations	Reasons for Termination							
		AWOL	%	Emanci- pation	%	Return Home	%	Transfer to Other Inst.	%
Evans	18	6	33.3	--	--	2	11.1	10	55.5
Joos	22	10	45.5	3	13.6	5	22.7	4	18.1
Hernandez	42	10	23.8	4	9.5	9	21.4	19	45.2
Funk	25	10	40	2	8	11	44	2	8
Hunter	17	8	47	3	17.6	1	5.9	5	29.4
Total	124	44	35.5%	12	9.7%	28	22.6%	40	32.2%

As seen in Table 4, most (33.9%) of the terminations of placement occurred in Hernandez Group Home\*\*\*followed by Funk and Joos Group Home. In regard to reasons for termination, both Figure XVII and Table 4 indicate that if all five (5) group homes are considered together, AWOL was the most frequent reason (35.5%) for termination of placement, followed by transfers to other institutions (32.2%). Of the total number of terminations during the year under consideration, 22.6 percent were returned home and 9.7 percent were emancipated. Hernandez Group Home had the smallest percentage of (23.8) AWOLs among those who terminated placement during the one year period from April 1, '73 - April 1, '74.

\* 81% of the total number of youth served by Community Group Homes during April 1, '73 - April 1, '74 includes 15 of those youth admitted before April 1, '73 but reclassified as YRRP.

\*\*The specific institution receiving these youth was not identified. In some cases it involved return to a correctional setting.

\*\*\*The Hernandez Group Home is a short term (90 days or less) home for Juvenile offenders. Many of the youth accepted for placement here were awaiting placement in some other institutional setting such as boys ranches, Neuville, Boy's World, and similar long term group homes.

It was followed by Evans Group Home in which 33.3 percent of all terminations were due to AWOL, compared to Funk, Joos and Hunter group homes where AWOLs accounted for 40 percent, 45.5 percent and 42 percent of terminations, respectively. Transfer to other institutions was the most frequent reason for termination of placement in Evans (55.5%) and in Hernandez (45.5%) group homes. In Hunter and Joos group home the most frequent reason for termination of placement was AWOL, 47 and 45.5 percent, respectively. The most frequent reason for termination of placement in Funk Group Home was return of youth home (44%).. Of the total number of AWOLs from Community Group Homes (44) during the one year period of time from April 1, 1973 to April 1, 1974 Joos, Hernandez and Funk Group Homes accounted each for 22.7 percent, while AWOLs from Hunter Group Home amounted to 18.2 percent of the total number of AWOLs from Community Group Homes. Only 13.6 percent of all the AWOLs came from R. Evans Group Home. As far as emancipation of youth is concerned, 33.3 percent occurred in Hernandez Group Home. Emancipation of youth from Joos and Hunter Group Homes amounted to 50 percent, 25 and 25%, respectively. 16.6 percent of all emancipations occurred in Funk Group Home. The highest percentage (39.3) of youth who terminated placement in Community Group Homes because of return home came from Funk Group Home. Youth returning home from Hernandez and Joos Group Homes accounted for 32% and 17.9%, respectively of the total population of youth that returned home. Only 7.2 percent of youth terminating placement at Community Group Homes because of return home came from Evans and 3.6 percent from Hunter Group Homes. As far as transfers to other institutions are concerned, 47.5 percent of their total occurred in Hernandez Group Home and 25 percent in Evans Group Home. Transfers to other institutions from Hunter, Joos and Funk Group Homes amounted to 12.5, 10 and 5 percent,

respectively, of the total number of transfers from Community Group Homes to other institutions.

## II. Delivery of Services

Table XVII presents the amount and types of services in terms of client hours received by youth in each of the group homes over the period from April 1, 1973 - April 1, 1974. (Tables I-XVI\*in the Appendix of this report present the same on a monthly as well as a quarterly basis.) It reflects the services provided to the in-residence youth by Community Group Homes as well as Malcolm X Center for Mental Health.

As can be seen from Table XVII, all Community Group Homes youth received during the period from April 1, 1973 till April 1, 1974 an average of 945 hours of psychological and other types of counseling services (Direct Services) per month. During the one year period under consideration, it amounted to 11,342 hours of direct services to Community Group Homes youth. Malcolm X Center for Mental Health contributed 4,362 hours, it provided thus around 38.5 percent of the total direct services received by Community Group Homes youth over the one year period. Out of the total hours of direct services during the period under consideration, 2,831 (25.0%) were devoted to individual counseling, while 6,928 hours (61.1%) were devoted to group counseling. Only 563 hours (5.0%) of the total counseling time was occupied by family counseling. The rest of the time (5.9%) was devoted to other types of counseling, such as activity therapy or tutoring. 129 youth received other kinds of professional services. These include medical (103), dental (20), and other, mostly optometric (6) services.

Out of the direct services provided by Malcolm X Center for Mental Health, 345 1/2 hours (7.9%) were taken up by diagnostic and evaluation (D & E)

\* For brevity, monthly summaries have been eliminated from this report. Quarterly summaries are included.



Direct Services : CGH Youth  
 Services in Time--Client Hours  
 For the Year April 1, 1973 - April 1, 1974

	Individual			Group Therapy			Family			Other			No. of Clients Receiving Prof. Services					
	CC	V	O	CG	V	O	CG	V	O	CG	V	O	TOTAL	Med.	Dent.	Other	TOT.	SC
V	215	22	28	1402		72	62						1801	5			5	16
V	106	103	111	923			84		20		8	24	1379	30	1	1	32	31
Index	195	14	100	688	2	2	16					6	1023	15	1		16	10
V	124	1	148	827			48		4			12	164	34	3	1	38	18.5
V	40	128	74	946		4	232		30		3	27	1484	19	15	4	38	56

Key: CG - Correctional Guidance Counselor  
 V - Volunteer  
 O - Other (Probation Officers, etc.)  
 SC - Staff Consultation

Total I \_\_\_\_\_ Total I \_\_\_\_\_ 131.5  
 N-I \_\_\_\_\_ NI \_\_\_\_\_  
 GRAND TOTAL 6980 129

Time with Malcolm X	Impact Offenders	Non I	No Shows	Total
<u>Direct Services</u>				
	HOURS	HOURS		HOURS
Psychological Review (D & E)	260 (75 youth)	85½ (34 youth)		345½
Individual Counseling	1189½	232½		1422
Outpatient	40	-		40
Group Therapy	1990	72		2062
Activity Therapy	376	50		426
Family Counseling	67	-		67
Total	3922½	440		4362½
GRAND TOTAL of Direct Services to CGH Youth (Malcolm X Included)				
<u>Consultation and Administration -</u>				
*Program & Staff Development	3627½	-		
Report writing and presentation	238	65		
Consultation with CGH staff	830½	13		
Supervision Time	619	-		
Liason Time	535½	-		
Secretarial Time	572½	52		
Administration	1350½	10½		
Total	7823½	140½		7964

All Services -- GRAND TOTAL 12,326½

\*This category included the following categories reported by Malcolm X under Direct Services: Program Development, Staff Development, Consultation & Evaluation, and Administrative Services.

services. Of these D & E hours more than 75% was devoted to Impact offenders. The same applies to individual counseling, group, family and activity therapy, of which 84%, 97%, 100%, and 88%, respectively, was devoted to Impact offenders. Counseling of Community Group Homes youth who were on an outpatient status with Malcolm X occupied 40 hours (1%) of Malcolm X Center's direct counseling hours. The bulk 47.3% of Malcolm X's time in direct services was taken up by group counseling. The next most frequently utilized type of counseling by Malcolm X Center for Mental Health was individual therapy; Malcolm X devoted to it 1,422 hours (33.0%) of its time. Family counseling, on the other hand, occupied less than 2 percent of Malcolm X's time in direct services.

Besides the direct services (psychological review, D individual, group, family counseling and activity therapy), Malcolm X spent time in consulting and administrative services (see bottom of Table XVII) to Community Group Homes. These add up to 7,964 hours during the one year period under consideration. The time spent, thus, in administrative and consultation services\* represents around 65 percent of Malcolm X Center for Mental Health's overall services (in hours) to Community Group Homes, Inc. Thirty-five percent of Malcolm X's consultation and administration time over the year was concentrated in the first quarter (April 1 - July 1, '73) of YRRP's operation. The percentage distribution over the next three quarters was as follows: 24.2 percent during the second, 23 percent during the third, and 17 percent during the fourth quarter, respectively, of YRRP's operation.

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\* The breakdown of these hours by type of consultation and administrative duties is presented in Tables IV, VIII, XII, XVI, and XVII.

## SUMMARY AND CONCLUSIONS

The Youth Recidivist Reduction Program's objectives, as indicated in its proposal are:

1. To reduce the rate of recidivism among juvenile offenders who have had two or more contacts, arrests, and/or convictions within the juvenile justice system;
2. To provide residential program alternatives, community rehabilitation, and mental health treatment services directly to adjudicated youth who are involved in High Impact crimes;
3. To provide and coordinate the delivery of services for the group home programs, within the primary and secondary target areas, to facilitate the reduction of recidivism.
4. To identify and provide direct service to those youthful offenders who are responsible for High Impact crime offenses within the City of Denver.
5. To ascertain their needs and develop dispositional treatment plans which will directly reduce their recidivism rate; and
6. To provide and coordinate residential, social and clinical services for those youth recidivists involved in the group home programs or Malcolm X Center for Mental Health.

More generally, thus, the YRRP's objectives 2 through 6 call for it to identify multiple Impact offenders with high recidivism probability and to provide these youth with a) an assessment of their needs, b) a treatment plan to meet these needs, and c) the delivery and coordination of residential, social and clinical services required to implement the treatment plan and reduce the likelihood of rearrest. YRRP's objectives specifically call for 1) the

treatment of 108 youth in residence and 50 youth on an outpatient status during the first year of operation, 2) an average of 32 hours of social and psychological counseling services to each of the youth in the group homes.

The flow analysis indicates that 132\* youth have been provided with a residential treatment program during the one year period from April 1, 1973 till April 1, 1974. In addition, as mentioned previously, 18 youth who were placed in Community Group Homes before April 1, 1973 but stayed beyond that date were reclassified as YRRP clients. Thus during YRRP's first year of operation, 98 YRRP\*\* youth were served by Community Group Homes. This number is short by 10 of the annual objective of 108 youth and represents, thus, 91 percent of the intended caseload of the Youth Recidivist Reduction Program. The flow of referrals to Community Group Homes was not constant over the year. Several of the group homes did not reach capacity until September, 1973. The flow of referrals has increased substantially during the second\*\*\* and third quarter of YRRP's operation. During the last three months of YRRP's first year, due mainly to program and staff changes in one of the five group homes\*\*\*\* the flow of YRRP referrals has decreased.

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\* (79-YRRP)

\*\* Out of 106 Impact offenders, only 98 could be classified as YRRP because of their residency status (non-Denver residents do not qualify as YRRP clients).

\*\*\* 39.2% of all YRRP clients were referred during the second quarter (July 1 - October 1, 1973).

\*\*\*\* No youth was placed into the Joos Group Home during the quarter of January 1 - April 1, 1974.

The objective of serving 50 youth on an outpatient basis through Malcolm X Center for Mental Health has not been achieved. Only 4 youth have been referred to Malcolm X for outpatient treatment, and out of these only 2 have received outpatient services upon referral to Malcolm X Center by the Community Group Homes' Admission Committee. It is clear, thus, that this particular YRRP objective has not been met.

However, the objective of providing an evaluation of YRRP client needs and developing a dispositional treatment plan has been fully (100%) met. 75\* of the YRRP youth in residence at Community Group Homes received evaluation and diagnostic services from Malcolm X Center for Mental Health during the period from April 1, 1973 to April 1, 1974.

As far as YRRP's objective concerning the amount of direct services provided for the youth in residence in the group homes, our analysis clearly indicates that the youth are receiving a substantial amount of social, psychological and medical services. One of YRRP's objectives specifies that an average of 32 hours of social and psychological counseling services should be provided to each youth in the group home. It is evident from our analysis that Community Group Homes not only achieved, but by providing an average of 82 hours of counseling services for each youth in residence, well exceeded (by 156%) the stated objective of 32 hours.

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\* Eighteen of the total of 98 YRRP youth served by Community Group Homes were placed into group homes before April 1, 1973, the time at which the Community Group Homes contracted with Malcolm X Center for Mental Health for its services. For five (5) of the YRRP youth, Community Group Homes did not request a D & E because it was performed by the psychiatric staff of the Denver Juvenile Court not more than two (2) months prior to their referral to Community Group Homes.

### III. RECIDIVISM ANALYSIS

For purposes of this analysis, recidivism has been defined in terms of rearrest by the Denver Police Department. Both a "persons" recidivism rate and a "behavioral" recidivism rate have been calculated. The first represents the proportion of youth who have one or more rearrests during their period of risk. This proportion does not take into account, however, the fact that some youth have multiple rearrests. The second, the "behavioral" recidivism rate takes this variable into account and indicates the number of rearrests per 100 youth during their mean period of risk. In our calculations we have controled for the variable length of time in residence at Community Group Homes. The recidivism analysis presented also distinguishes between post-entry rearrests\*, post release\*\*(post residence) rearrests and rearrests during residence\*\*\* at the group homes. The difference between the first two periods of time equals the period of time in residence at Community Group Homes. All calculations for both the "persons" and the "behavioral" recidivism rates are presented for a) all rearrests and b) Impact rearrests only.

Previous research on recidivism has indicated a number of factors which affect rearrest (recidivism) rates. Such variables as the number and type of prior arrests, sex, age at first arrest, age at first institutionalization,

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\* Represents the average length of time between admission to Community Group Homes and April 1, 1974. It reflects the average period of risk during the total post-entry period--5.9 months in Evans, 7 months in Joos, 11 months in Hunter, 8.2 months in Funk and 8.3 months in Hernandez Group Home.

\*\* Represents the average length of time between termination of placement at Community Group Homes and April 1, 1974. It reflects, thus, the average period of risk during the post-release period--3.3 months in Evans, 3.7 months in Joos, 7 months in Hunter, 5.7 months in Funk and 6 months in Hernandez Group Home.

\*\*\* Represents the average length of time in residence at Community Group Homes--3.3 months in Evans, 3.7 months in Joos, 4.2 months in Hunter, 2.9 months in Funk and 2.7 months in Hernandez Group Home. In all the above, YRRP youth who stayed at Community Group Homes for seven (7) days or less have been eliminated from the sample.

ethnicity, family background and I.Q. have all proved to be related to the likelihood of recidivism. In the recidivism analysis presented in this report we have controled for a number of these variables, namely, sex, ethnicity and number and type of prior arrests.\* We have calculated, thus, sex, ethnicity, number of prior Impact offenses, length of residence and group home placement specific rates of recidivism over the one year period of YRRP's existence. Tables 5, 6, and 7 present the changes (increase or decrease) in "persons" and in "behavioral" recidivism rates of YRRP youth during the total post-entry, as well as during, and post-residence at Community Group Homes. The percentage reduction/increase in recidivism rates as presented in these Tables is arrived at through a comparison of the expected\*\* and the observed (adjusted)\*\*\* recidivism rates. (see Tables AI, II, III; BI, II, III; CI, II, III; DI, II, III in the Appendix of this Report)

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- \* We did not control, in our calculations, for the age variable because the multiple regression equation of the DACC baseline data (used in this report for purposes of comparison in the recidivism reduction analysis) showed that age was the least influential of the six (number of prior arrests, number of referrals to the Juvenile Court, number of prior Impact arrests, sex, ethnicity, and age) variables. The Beta weight of age at the time of arrest in the multiple regression equation--using any arrest for a one year follow-up as the criterion--was  $-.012$ . Using only Impact arrest for a one year follow-up as the criterion, age at arrest did not even enter the equation.
- \*\* "Expected" rates of recidivism are calculated from the established baseline sex, ethnicity, number and type of prior offense specific recidivism data obtained from the DACC's one-year follow-up study of a cohort of Denver youth.
- \*\*\* "Observed" recidivism rates refer to the actual rates of recidivism during the average period of risk. The "adjusted" observed rates refer to the actual recidivism rates adjusted to a one year risk period. This adjustment is necessary for purposes of comparison of the actual observed rates with the baseline rates which were calculated on the basis of a one year follow-up period. The adjustment was made by multiplying the number of persons or arrests by 12 and dividing by the average length of exposure for persons in that cell. This Procedure assumes a relatively constant "rate" of arrest across the first post entry year, an assumption which seems warranted in the absence of specific data for Denver which provides contrary evidence (See Hood & Sparks, Key Issues in Criminology, McGraw-Hill 1970, pp. 179-192). Time-specific data for Denver should be available in the DACC Report on their short study in July, but was not

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available for our use in this report. In the event the probability of rearrest is greater in the initial post-arrest months, the above procedure provided an inflated estimate of observed rates relative to expected rate and an under-estimate of recidivist reduction. This procedure may thus provide a conservative estimate of recidivism reduction.



## POST-ENTRY RECIDIVISM REDUCTION

As indicated in Table 5 the reduction of "persons" recidivism rates for the total YRRP clientele in the five (5) group homes amounted to only 3.1 percent. In fact, in Evans, Joos and Funk Group homes, there has been an increase in the proportion of YRRP clients rearrested for any type of offense during the post-placement period.\* Only in Hernandez and Hunter Group Homes was there a reduction by 55.6% and 7.2% respectively, in the "persons" recidivism rates. However, if rearrests for Impact offenses only are considered, all five (5) group homes showed a decrease in the "persons" recidivism rate. This reduction\*\* ranges from 2.3% for Evans to 100% in Hunter Group Home. The average percentage reduction in the "persons" Impact recidivism rate for YRRP youth in all 5 group homes was 43.3 percent. It appears, thus, that although the proportion of YRRP clients rearrested for any type of offense during the one year period after their admission to Community Group Homes has not been reduced by very much (3.1%), the proportion of YRRP youth rearrested for an Impact offense during the same time period has been quite drastically reduced (by 43.3%).

If the rates of rearrest ("behavioral" recidivism rates) rather than the proportion of youth rearrested ("persons" recidivism rates) are considered, the reduction in recidivism rates is even more impressive. As Table 5 indicates, the rates of rearrest for any offense during a one year period after admission to a group home have been reduced by 36 per cent.\*\*\* The reduction of rates of rearrest for an Impact offense amounted to 64.4 percent.

\* Adjusted to a one year period from the average risk period of 5.9 months in Evans, 7 months in Joos, 11 months in Hunter, 8.2 months in Funk and 8.3 months in Hernandez Group Homes.

\*\* The percentage reduction or increase of recidivism rates is calculated by subtracting the observed recidivism rate from the expected one and dividing the result by the expected rate (see Tables AI, II, III; BI, II, III; CI, II, III; DI, II, III).

\*\*\* Both "persons" and "Behavioral" recidivism rates were based upon Tables provided from DACC on a) numbers of youth in the cohort

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studied who had one or more arrests and b) on actual numbers of rearrests for cohort youth. These tables provided arrest data by sex and number of prior Impact offenses. The full report including these tables has not yet been released. A full description of the study and the cohort followed over an 18 month period will be available in this report.

Table

Percentage Changes (Increase-Decrease) in "Persons" and "Behavioral"  
 Recidivism Rates of YRRP Clients During the Post-Entry Period by  
 Length of Stay, Residential Facility and Type of Rearrest

Group Home	<u>"PERSONS"</u>						<u>"BEHAVIORAL"</u>					
	All Rearrests			Impact Rearrests			All Rearrests			Impact Rearrests		
	Total	Short Term*	Long	Total	Short Term	Long	Total	Short Term	Long	Total	Short Te	Long
Evans *	-44.6**	-201	-36	+2.3**	-112.7	+9.6	+1.4	-77.3	+4.9	+28.5	-36.6	+32.6
(N)	(26)	(6)	(20)	(26)	(6)	(20)	(26)	(6)	(20)	(26)	(6)	(20)
Joos	-12.8	--	-1	+43	+100	+43.6	+58.9	--	+62.4	+67.2	+100	+65.7
(N)	(18)	(1)	(17)	(18)	(1)	(17)	(18)	(1)	(17)	(18)	(1)	(17)
Hunter	+55.6	--	+55.6	+100	+100	+100	+65.8	0	+65.8	+100	--	+100
(N)	(7)	(0)	(7)	(7)	(0)	(7)	(7)	(0)	(7)	(7)	(0)	(7)
Funk	-20.9	-35.6	-19	+62	+100	+59.9	+36.2	+57.6	+33.3	+76.8	+100	+76.1
(N)	(21)	(4)	(17)	(21)	(4)	(17)	(21)	(4)	(17)	(21)	(4)	(17)
Hernandez	+7.2	+100	+2.5	+15.5	+100	0	+14.9	+100	+7	+54.6	+100	+50.4
(N)	(18)	(4)	(14)	(18)	(4)	(14)	(18)	(4)	(14)	(18)	(4)	(14)
Total	+3.1	-26.7	+1.6	+43.3	+41	+34.5	+36	-29.3	+31	+64.4	+68	+61.6
	(90)	(15)	(75)	(90)	(15)	(75)	(90)	(15)	(75)	(90)	(15)	(75)

\* Those who stayed in residence less than 30 days are considered short-term. Those in residence 30 days or longer are considered long term.

\*\* Minus (-) indicates an increase in recidivism rate  
 Plus (+) indicates a decrease in recidivism rate

\*\*\* (N) Number of cases in each cell.

It appears that Hunter, followed by Joos, Funk and Hernandez Group homes were most successful in reducing recidivism rates for Impact offenses.

It is also important to note that in most instances, the variable length of exposure to group homes\* (short versus long stay) appears to have influenced both the "persons" and the "behavioral" recidivism rates. The recidivism analysis, considering the proportion of YRRP youth rearrested for any offense during the post-entry period, indicates that the "persons" recidivism rate of short-term YRRP youth in the five (5) group homes was increased by 26.7 percent, while it has been reduced by 1.6 percent for long-term residents. The same applies even more drastically to the short-term YRRP clients whose "behavioral" recidivism rate for any offense has been increased on average by 29.3 percent compared to the long-term YRRP residents whose recidivism rate has been reduced on average by 31 percent (see Table 5).

It appears that the analysis of the "persons" and the "behavioral" recidivism rates and their reduction during the post-entry period warrants three conclusions:

1. The rates of rearrest--"behavioral" recidivism rates--have been reduced more than the proportion of youth rearrested--"persons" recidivism rates.
2. The percentage reduction in both the "persons" and the "behavioral" recidivism rates is greater for Impact than for other types of rearrests.
3. Generally, the length of residence in group homes is positively correlated with the reduction in recidivism rates.

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\* Those youth who stayed in Community Group Homes for less than 30 days are considered short-term residents. Those who have stayed 30 days or longer are considered long-term residents.

RECIDIVISM WHILE IN RESIDENCE AND AFTER  
TERMINATION OF PLACEMENT IN COMMUNITY GROUP HOMES

The follow-up period involved in the previous analysis includes periods of time which YRRP youth have spent in residence at Community Group Homes, as well as, time after youth have been terminated at the group homes. The difference in the rates between the "post-entry" period (Table 5) and the "in residence" period (Table 6) reflects rearrests which occurred after the youth left Community Group Homes, that is, during the "post-release" period (Table 7).

The recidivism rates in Table 6 are of particular interest. They suggest that an overall increase, both in "persons" and in "behavioral" recidivism rates for Impact, as well as, other types of offenses has occurred during the period of time at residence in the group homes.

As indicated in Table 6, the increase in the rates of rearrest is, however, lower (36.8%) than the increase in the proportion of youth rearrested (165%). Thus, the conclusion that the percentage decrease in "behavioral" recidivism rates is higher, (see Table 5) or that their increase is lower (see Table 6) than the "persons" recidivism rates is supported by the analysis of both the "post-entry" and "during residence" recidivism rates. It is also interesting to note that with one exception, (W. Funk Group Home) the length of stay at the group homes had a negative effect upon the reduction of recidivism rates while in residence. The short-term YRRP clients showed a decrease in their recidivism rates\* while the long-term YRRP youth experienced in general an increase in both their "persons"\*\* and "behavioral" recidivism rates\*\*\*.

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\* By 80% and 100% for "persons" recidivism rate for any and for Impact offenses, respectively.

\*\* By 154.6% for any type of offense and 177.4% for Impact offenses.

\*\*\* By 36.4% for any type and 81.2% for Impact offenses.

Table

Percentage Changes in "Persons" and "Behavioral" Recidivism  
Rates of YRRP Clients During Residence at CGH By Length of Residence, Residential  
Facility and Type of Rearrest

Group Home	<u>"Persons"</u>						<u>"Behavioral"</u>					
	All Rearrests			Impact Rearrests			All Rearrests			Impact Rearrests		
	Total	Short Term*	Long	Total	Short Term	Long	Total	Short Term	Long	Total	Short Term	Long
Evans *	-130.7**	+100**	-119	-118.6	+100	-88.4	-58.3	+100	-33.7	-99.6	+100	-68.5
(N)	(26)	(6)	(20)	(26)	(6)	(20)	(26)	(6)	(20)	(26)	(6)	(20)
Joos	-198.7	+100	-210	-416.9	+100	-494	-11.9	+100	-16.9	-179.2	+100	-261
(N)	(13)	(1)	(17)	(18)	(1)	(17)	(18)	(1)	(17)	(18)	(1)	(17)
Hunter	-104	--	-.04	+100	0	+100	-56.9	--	-56.9	+100	+100	+100
(N)	(7)	(0)	(7)	(7)	(0)	(7)	(7)	(0)	(7)	(7)	(0)	(7)
Funk	-162.9	--	-91.8	-137.6	+100	-93.6	+9.8	-631	+28.3	-38.2	+100	-15.1
(N)	(21)	(4)	(17)	(21)	(4)	(17)	(21)	(4)	(17)	(21)	(4)	(17)
Hernandez	-280.5	+100	-295.4	-152.7	+100	-159.4	-109	+100	-119.1	-58.1	+100	-54.5
(N)	(18)	(4)	(14)	(18)	(4)	(14)	(18)	(4)	(14)	(18)	(4)	(14)
Total	-165	+80	-154.6	-171.4	+100	-177.4	-36.8	-179.6	-36.4	-72.4	+100	-81.2
(N)	(90)	(15)	(75)	(90)	(15)	(75)	(90)	(15)	(75)	(90)	(15)	(75)

\* Those who stayed in residence less than 30 days are considered short-term. Those in residence 30 days and longer are considered long term.

\*\* Minus (-) indicates an increase in recidivism rate  
Plus (+) indicates a decrease in recidivism rate

\*\*\* (N) Number of cases in each cell.

These data seem to oppose those presented in Table 5 where the length of stay at the group homes appears to be inversely related to the likelihood of rearrest. "During residence" recidivism rates (Table 6) may, however, be a function of both the small number (14) of short-term YRRP residents at Community Group Homes and their short (0.37 months) average time period at risk. Also important to remember in this regard is the fact that arrests which resulted in terminations of placement at Community Group Homes were considered as "during residence" arrests. All the above factors may have, thus, contributed to the resulting "while in residence" recidivism rates. Some other possible explanations of the increase in recidivism rates during residence at Community Group Homes will be considered in the conclusions section of this report.

A comparison of recidivism rates during the "in residence" (Table 6) and the "post-release" (Table 7) periods suggests an interesting and an important finding.

While there has been an overall increase, rather than a reduction of recidivism during the time at residence in Community Group Homes, recidivism rates after termination of placement in group homes (as indicated in Table 7) have been drastically reduced. The percentage reduction in the proportion of youth recidivating during the one year risk period\* after termination of placement at Community Group Homes was 18%, the percentage reduction of youth rearrested for an Impact offense during the same period was 67.9%. The percentage reduction of rearrest rates for any offense of

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\*Adjusted to a one year risk period from an average period at risk between termination of placement at Community Group Homes and April 1, 1974 for Evans-3.3 months, Joos-3.7 months, Hunter-7 months, Funk-5.7 months, and 6 months in Hernandez Group Home.

Table 7

Percentage Changes\*\* in the Proportion of Youth Rearrested and in the Rates of Rearrest of YRRP Clients After Termination of Placement at CGH by Length of Residence, Group Home Placement, and Type of Rearrest

Group Home	"Persons"						"Behavioral"					
	Total	All Rearrests		Total	Impact Rearrests		Total	All Rearrests		Total	Impact Rearrests	
		Short	Long		Short	Long		Short	Long		Short	Long
		Term*			Term			Term			Term	
Evans*	-29.4	-118.8	-13.3	+71.8	-54.5	+63.7	+44.9	-28.9	+59.2	+30.5	-19	+39
(N)	(13)	(3)	(10)	(13)	(3)	(10)	(13)	(3)	(10)	(13)	(3)	(10)
Joos	+52.6	-407.4	+74.7	+100	+100	+100	+84.5	-52.2	+91.6	+100	+100	+100
(N)	(16)	(1)	(15)	(16)	(1)	(15)	(16)	(1)	(15)	(16)	(1)	(15)
Hunter	+65.1	--	+65.1	+100	+100	+100	+73.1	--	+73.1	+100	+100	+100
(N)	(6)	(0)	(6)	(6)	(0)	(6)	(6)	(0)	(6)	(6)	(0)	(6)
Funk	-33.8	+100	-26.5	+45.5	+100	+39.1	+32.3	+100	+21.4	+77.8	+100	+75
(N)	(14)	(2)	(12)	(14)	(2)	(12)	(14)	(2)	(12)	(14)	(2)	(12)
Hernandez	+24.5	+100	+5.6	+53.1	+100	+36.2	+32.1	+100	+14.5	+87.3	+100	+80
(N)	(14)	(3)	(11)	(14)	(3)	(11)	(14)	(3)	(11)	(14)	(3)	(11)
Total	+18	-106	+19.6	+67.9	+60.7	+60.2	+50.2	+28.2	+45.9	+79.6	+74.2	+70
	(63)	(9)	(54)	(63)	(9)	(54)	(63)	(9)	(54)	(63)	(9)	(54)

\* Those who stayed in residence less than 30 days are considered short term. Those in residence 30 days and longer are considered long term.

\*\* Minus (-) indicates an increase in recidivism rate  
Plus (+) indicates a decrease in recidivism rate

\*\*\* (N) Number of cases in each cell



YRRP youth in the five (5) group homes amounted to 50.2% and 79.6%, respectively, for rates of rearrest for an Impact offense. The variable length of stay in the group homes exerts again, just like in the total post-placement period, a positive influence upon the reduction of both "persons" and "behavioral" recidivism rates. As indicated in Table 7, with the exception of a few short-term YRRP clients (3 in Funk and 4 in Hernandez Group Home) the long-term residents' reduction of recidivism rates was higher than that of short-term residents. The most striking difference is found between the long-term\* YRRP youth whose "persons" recidivism rate has been reduced by 19.6 percent, while the short-term\*\* youth's rate has been increased by 106 percent. This difference between long and short term residents is not apparent when recidivism reduction for Impact offenses is considered separately (60.2% for long-term and 60.7% for short-term YRRP youth). However, the effect of the variable length of stay at the group homes is clearly evident again when the "behavioral" recidivism rates of long and short term residents are compared. The reduction of the rates of rearrest for any type of offense for long-term youth was 45.9 percent as compared to 28.2 percent for short-term residents. Less impressive, but nevertheless consistent with the above findings, the reduction of rates of rearrest for Impact offenses of long-term YRRP clients during the "post-release" period was 78.8 percent compared to 74.2 percent for short term YRRP youth in Community Group Homes. As indicated,

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- \* Adjusted to a one year risk period from an average period at risk between termination of placement at Community Group Homes and April 1, 1974 for Evans 3.6 months, 3.7 months in Joos, 7 months in Hunter, 6.2 months in Funk, and 6.4 months in Hernandez Group Home.
  - \*\* Adjusted for a one year risk period from an average period at risk between termination of placement at Community Group Homes and April 1, 1974 for short-term residents at Evans-2.2 months, 2.7 months in Joos, 2.6 months in Funk and 4.5 months in Hernandez Group Home. There were no short-term YRRP residents at Hunter Group Home.

the reduction of recidivism rates for Impact offenses in general is higher than the reduction for any type of offense. As Table 7 indicates, the reduction of "persons" recidivism rates for Impact offenses has been reduced by 67.9% compared to 18% for any offense, while the reduction of "behavioral" recidivism rates for Impact offenses amounted to 79.6% compared to 50.2% for any offense during the post-release period.

The comparison of changes (increase/decrease\*) in recidivism rates during the post-placement (Table 5), during residence, (Table 6) and post-release (Table 7) periods warrants a number of conclusions:

1. The overall percentage reduction of both "persons" and "behavioral" recidivism rates during the period after termination of placement in Community Group Homes is higher than during the period of time in residence \*\* and during the total post-placement (post-entry to Community Group Homes) period for all but W. Funk Group Home (See Tables 5, 6, 7).
2. The lower percentage reduction or the higher percentage increase in recidivism rates during the total post-placement period (compared to the post-release period) can be largely accounted for by the almost general increase in recidivism rates during residence at the group homes.
3. Overall, the percentage reduction of recidivism rates is higher for long-term (more than 30 days) residents during

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\* Increase/decrease-determined by a comparison of actual observed rates with the expected recidivism rates derived from the baseline recidivism data.

\*\* This means that both the "persons" and the "behavioral" rearrest rates after termination of residence at the group homes were lower than the in-residence rearrest rates.

the "post-release" period while, during the "in residence" period, the short-term residents show a higher percentage reduction of recidivism rates than do the long-term residents.

4. The above is true for both "persons" and "behavioral" recidivism rates for Impact, as well as, for other types of offenses (compare Tables 7 and 6).

5. The effect of the long-term exposure to group homes is evident in the total post-placement period\* only for rearrests for any type of offense (see Table 5).

6. The aforementioned findings of higher reduction or smaller increase in the "behavioral" than in "persons" recidivism rates apply with one exception\*\*, to all "during-residence," post-release", and total "post-placement" recidivism rates.

7. The percentage reduction in both the "persons" and the "behavioral" recidivism rates is greater for Impact than for other types of offenses both during the "post-release" and the total "post-entry" period. The above is not the case when Impact and other offenses rearrest rates during the "in-residence" period are considered.

#### SUMMARY AND CONCLUSIONS

The recidivism analysis presented above purports to evaluate the effectiveness of the Youth Recidivist Reduction Program in reducing the

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\* Due mainly to the 100% decrease in both "persons" and "behavioral" recidivism rates for Impact offenses of short-term YRRP residents during their stay at Community Group Homes (see Table 6).

\*\* The short-term YRRP youth's "behavioral" recidivism reduction rate for any type of offense during the "in residence" and the total "post-entry" period was smaller than their "persons" recidivism reduction rate.

recidivism rates of its clients. For this purpose a comparison of observed and expected recidivism rates was performed. Sex, ethnicity, number and type of prior offenses specific observed recidivism rates of YRRP youth were compared to those we would expect on the basis of sex, ethnicity, prior offense record specific baseline recidivism rates.\* The baseline data clearly indicate that the likelihood of recidivism for males is much higher than for females, and that in general, given the same number of prior Impact offenses, the likelihood of rearrest for Chicanos and Blacks is much higher than for Anglos. And even more importantly, the number of prior Impact offenses greatly effects the likelihood of rearrest. As the baseline data show, the chances of rearrest for any offense during a one year follow-up period for an Anglo male with one prior Impact arrest are 35.5%, with two prior impact offenses 67.5% and with three they increase to 78.9%. The chances of rearrest for a Chicano male, by comparison, are 54.8% (with one prior Impact arrest), 80.2% (with two prior Impact arrests), and 88% (with three prior Impact arrests), respectively. It is, thus, these sex, ethnicity, number and type of prior offenses specific baseline data that are utilized for purposes of comparison with YRRP's youth which, as mentioned before, have an average of more than three (3) prior Impact offenses per persons and are mostly (77.2%) male and either Black or Chicano (77.5%). The recidivism analysis presented in this Report (see Tables AI, II, III; BI, II, III; CI, II, III; DI, II, III in the Appendix)

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\* Based on a one-year follow-up of a cohort of Denver youth with a High Impact arrest during FY 1972.

indicates that generally the observed recidivism rates of YRRP Youth compare favorably with their expected rates. This is especially the case for the "behavioral" recidivism rates, both for Impact and other types of rearrest during the "post-release" and the total "post-placement" period. Given their heavy prior involvement in serious delinquency the expected number of rearrests for YRRP youth was 78, but the observed rate, adjusted to one year, was only 25, a reduction of 64.4 percent. During the "post release" period, the observed (adjusted) number of rearrests was 20, indicating a decrease of 79.6 percent during this period. The lower percentage reduction during the total "post-placement" period is accounted for by the fact that the rates of rearrest for an Impact offense during the YRRP youth's stay at Community Group Homes have increased by 72.4 percent (expected = 78.4; observed = 140.1). The same pattern is evident when the rates of rearrest for any type of offense are considered. During the "in residence" period the rates of rearrest have increased by 36.8%, (See Table CIII), while after termination of placement, the rates of rearrest have been found to decrease by 50.2% (See Table CII) and 36% (See Table CI) respectively, during the total "post-placement" period.

When the proportion of YRRP youth rearrested for either Impact or any type of offense is considered (Persons-Recidivism measure), the same pattern is evident. Given the high risk background of these youth, 45.5% were expected to be re-arrested for an Impact offense during the "post-release" period, whereas only 16.5% (adjusted to one year) were actually rearrested, a difference of 67.9%. The same pattern holds for the total post-placement period where only 24.8 percent (adjusted) were rearrested for an Impact offense. During the "in residence" period the

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\* For the total of five (5) group homes

\*\* See note p. 18

"persons" recidivism rate for an Impact offense has been increased by 171.4%, the expected percentage being 45.5, and the observed being 124. The increase in the "persons" recidivism rates for any offense during the "in residence" period amounts to 165% (See Table AIII). During the "post-release" period, the proportion rearrested was reduced by 18 percent. Overall, after placement in Community Group Homes, 73.9 (adjusted) percent of YRRP offenders were rearrested one or more times (any offense). It appears that the proportion of YRRP youth rearrested (any offense) is very close to the expected rate. However, the data also suggest that their offenses were less serious and less frequent than expected. In the preceding part of this report, we have mentioned a number of factors\* which may be influential in bringing about the above discussed pattern. It may also be possible that, while in residence at the group homes, the chances of rearrest are somewhat increased. The reasons for this can, at present, be only of a speculative nature. Given the type of clients\*\*, which have not yet been successfully dealt with by either of the available placement/treatment alternatives, it is conceivable that some Community Group Homes staff are predisposed to viewing the YRRP youth as "trouble makers." This may necessitate disciplinary measures, and/or increase the possibility of YRRP youth AWOL, both of which may precipitate an arrest. It seems very likely that the increased surveillance while in residence was of prime importance in increasing the observed "in residence" recidivism rates.

It is, however, very encouraging to see that the group homes seem

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\* Short average period at risk; counting the arrests that resulted in termination of placement as a "during residence" arrests, etc.

\*\* Especially in the Evans Group Home.

to be a positive influence upon the reduction of recidivism rates in the total "post-placement" and the "post-release" period. Also, it is apparent that the likelihood of rearrest during those time periods is related to the length of residence at the group homes. The data derived from our recidivism reduction analysis seem to support the variable length of exposure hypothesis. Generally, the longer YRRP clients remain in residence, the lower the likelihood of rearrest\*\*\* during the "post-release" as well as the total "post-placement" period.

It can be said, therefore, that the result of the recidivism analysis indicate that YRRP's objective of reducing the recidivism rates among High Impact offenders who are participating in the Youth Recidivist Reduction Program has been achieved.

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\* Short average period at risk; counting the arrests that resulted in termination of placement as a "during residence" arrests, etc.

\*\* Especially in the Evans Group Home.

\*\*\* This may simply be a function of the short time period involved here and the necessity to adjust rates to one year for comparative purposes. With extremely short time periods and few cases, the procedures employed here may be unreliable and should be interpreted with caution.

IV. In addition to the system flow (I), the report on the delivery of services(II), and the recidivism analysis (III), qualitative data regarding the Youth Recidivist Reduction Program's performance and effectiveness were also gathered by interviewing those familiar with Community Group Homes. It was our belief that the criticism, responses and suggestions of those utilizing Community Group Homes's services should be an integral part of YRRP's Final Evaluation Report. Unfortunately, however, due to restricted resources, the qualitative analysis is rather limited in scope. Only representatives from the referring agencies were interviewed.\*

A total of 18 people were interviewed. Among them 8 probation officers from the Probation Department's Field Services and 3 probation officers from the Denver Juvenile Court's Probation Department's Intake Division. In addition, the Directors of both the Intake and the Field Services, as well as, the Director of Court Services of the Denver Juvenile Court were also among those interviewed. Four (4) parole officers from the Division of Youth Services of the Department of Institutions were also interviewed. All those interviewed were familiar with Community Group Homes and have utilized its services to a lesser or greater degree throughout the year. An open-ended, semi-structured interview schedule consisting of questions pertaining to Community Group Home's performance and effectiveness was developed (See Appendix).

It was the contention of all those interviewed that Community

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\* YRRP clients, themselves, were not interviewed. However, plans for next year's evaluation of YRRP include, among other things, interviews with Community Group Homes youth. These will attempt to recognize and measure the extent of not only behavioral, but also attitudinal and motivational changes occurring in the YRRP client population over time.



Group Homes provided an invaluable placement resource. It certainly did fill the need and the gap that existed in community-based placement resources for Denver youth.

Most of the interviewees felt that group home placement is most appropriate for those offenders who come from "disorganized", unstable home situations and are, therefore, in need of a structured environment.

Emancipation\* of the youth, should, according to the views of those interviewed, be the major goal towards the achievement of which Community Group Home's efforts should be concentrated.

#### CRITICISM

The basic criticism in regards to Community Group Home's performance and effectiveness centered around the issues of 1) quality of house parents and structure, staff, and treatment consistency at the group homes, 2) adequacy of counseling services to Community Group Homes youth, and 3) procedural matters and policy issues pertaining to transfers of youth within the system of the five (5) group homes, as well as, the use of "transfers" to Juvenile Hall as a disciplinary measure.

Most of the probation and parole officers felt that a high degree of instability, associated with frequent structural, program and treatment changes, as well as, a high turnover rate of house parents and other group home staff, existed in many of the group homes.\*\* All of the interviewees firmly believed that the instability and the lack of, or inadequate, structure

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\* Viewed here in terms of enabling the youth "to make it on their own" on the outside after their release from Community Group Homes.

\*\* Evans Group Home received the least criticism in this respect.

within some of the group homes had, or potentially could have, a detrimental effect on the youth in Community Group Homes. Because of this, a few probation officers discontinued, or decreased the number of, their referrals to Community Group Homes\* pending improvement in the above-mentioned areas of concern.

Many of those interviewed expressed a dissatisfaction with the amount and type of services that youth referred to Community Group Homes was receiving. The main complaint was about the diagnostic and evaluation (D & E) services performed by the staff of Malcolm X Center for Mental Health. Generally, the probation officers found the D & E's inadequate and mostly redundant, neither very informative nor helpful in understanding, or in treatment, of the youth. In a number of instances where specialized psychological testing was needed, it was not provided. It was also felt that the referring agencies were misled by the promise of counseling services for Community Group Homes youth. The amount of direct counseling services, especially individual counseling, provided by Malcolm X Center was viewed as inadequate.

As to the procedural matters and policy issues, criticism centered around the use of Juvenile Hall by Community Group Homes for disciplinary purposes. Not all, but most, of the people interviewed were opposed to using Juvenile Hall for punishing Community Group Homes youth.

#### RECOMMENDATIONS

Based upon both the interviews with representatives of the referring agencies, and the observations of Community Group Homes by the evaluator, the

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\* This was the case particularly with the Joos Group Home during the last quarter January 1 - April 1, 1974 of YRRP's first year of operation.

following recommendations are offered: The Youth Recidivist Reduction Program should attempt to hire qualified staff--psychologists, social and mental health workers--who would be employed full-time at the group homes. It is believed that both the youth and the staff (house parents, program directors, etc.) at Community Group Homes would benefit more by having counseling, as well as, consulting services available to them on a continuous rather than a contractual basis. It was also felt that besides more extensive counseling services, YRRP youth should be offered more frequent and varied educational and recreational opportunities.

As far as the involvement of probation and parole officers with the youth and the staff at Community Group Homes is concerned, it is suggested that follow-up procedures, as well as, legal aspects of disciplinary measures, and the limits of responsibility of Community Group Homes and the referring agencies, in general, need to be more clearly defined and followed. It is recommended that periodical orientation meetings, as well as, more frequent conferences between the referring agencies/agents and Community Group Homes staff should be set up. More precise procedural and legal guidelines for disciplinary measures, and a more explicit delineation of responsibilities of Community Group Homes and the referring agencies in regards to these issues should be worked out.

In view of the criticism voiced, the interviewees believed that Community Group Homes provided an invaluable placement and treatment resource for Denver youth. It was a common contention that the major asset of Community Group Homes is their responsiveness to the placement needs of the referring agencies. Compared with other available placement resources, Community Group Home's waiting or delay period, especially in emergency cases, is minimal. Also, as mentioned previously, Community Group Homes definitely filled a gap in

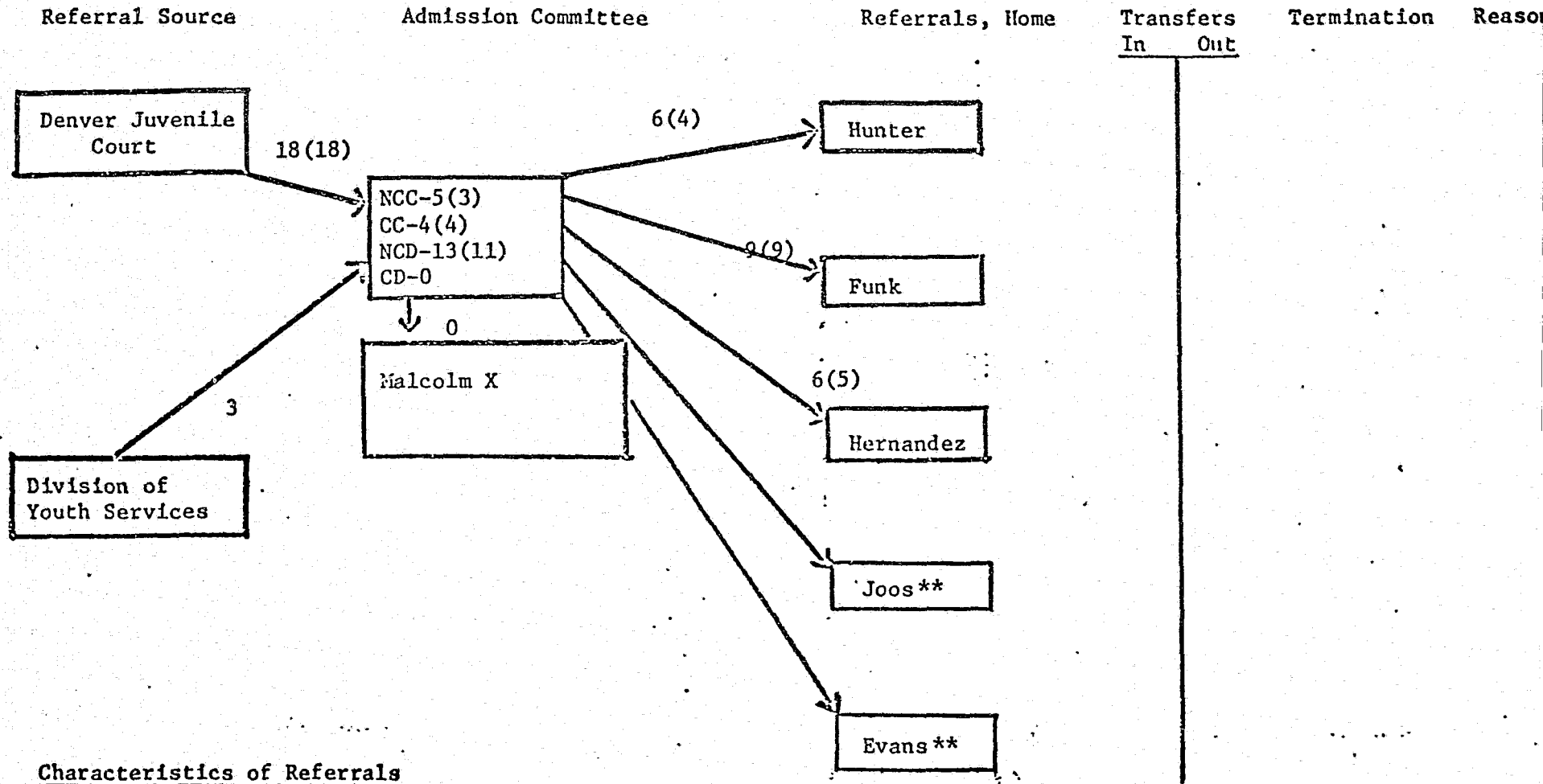
existing community-based placement\* opportunities for youth in need of supervision, structured environment and supportive services.

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\* Refers to placement within the community--so that the youth's contacts with his family, friends, and the community is not completely cut off.

APPENDIX

In Community Group Homes  
before April 1, 1973\*  
Figure 1a



Characteristics of Referrals

Total 21  
 Impact 18  
 Burglary - 23  
 Assault - 0  
 Robbery - 0

Non-Impact 1  
 Outpatient - 2(0)

Sex  
 Male - 17(7)  
 Female - 4(1)

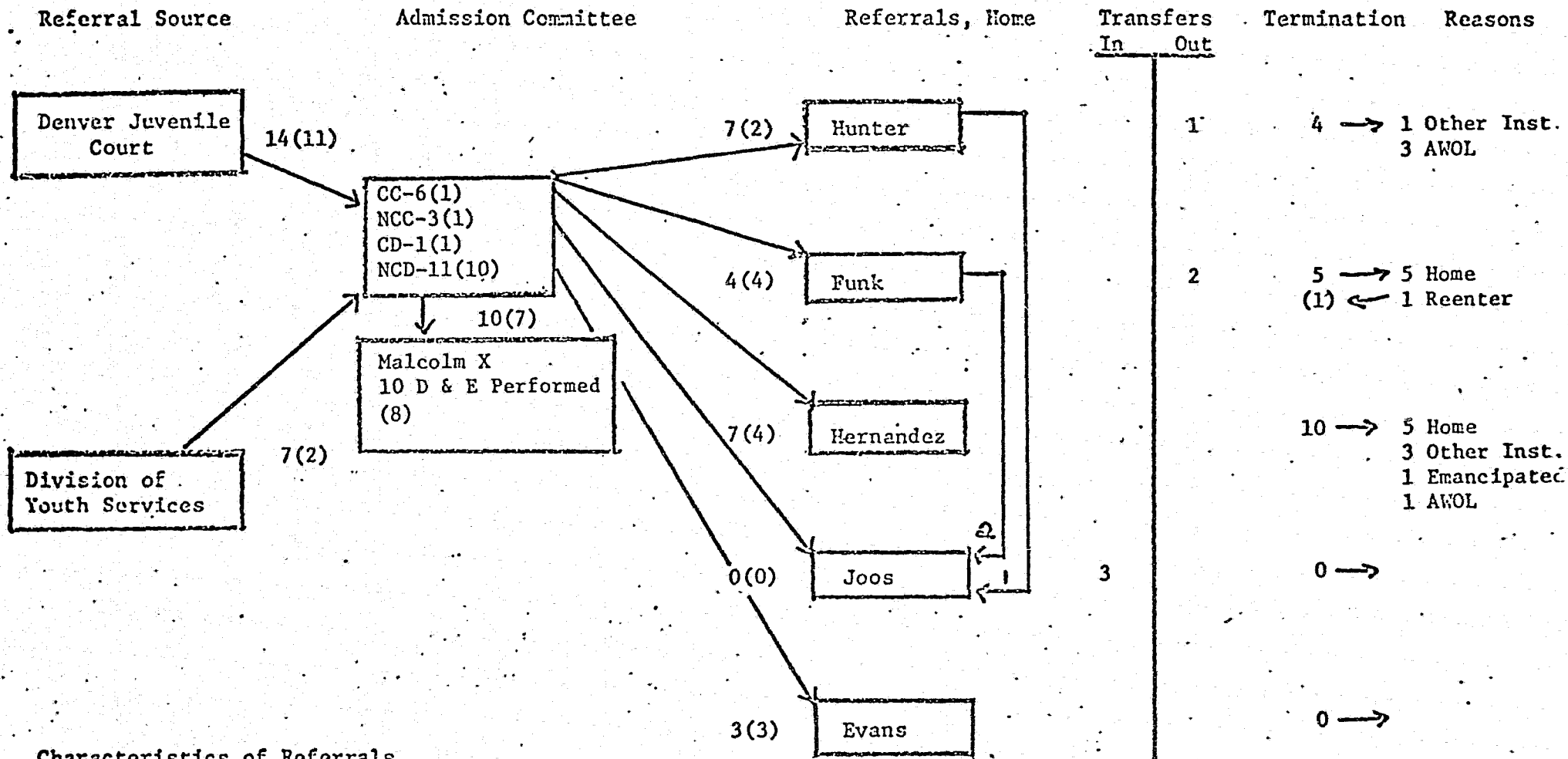
Cultural Origin  
 Anglo - 5(5)  
 Black - 13(11)  
 Chicano - 3(2)

Age  
 13 0(0)  
 13-15 10(9)  
 16 11(9)

YRRP 18  
 Non-YRRP 1

\*Stayed in Community Group Homes  
beyond April 1, 1973 and were  
reclassified as YRRP clients.  
\*\*Operational only after April 1, 1973

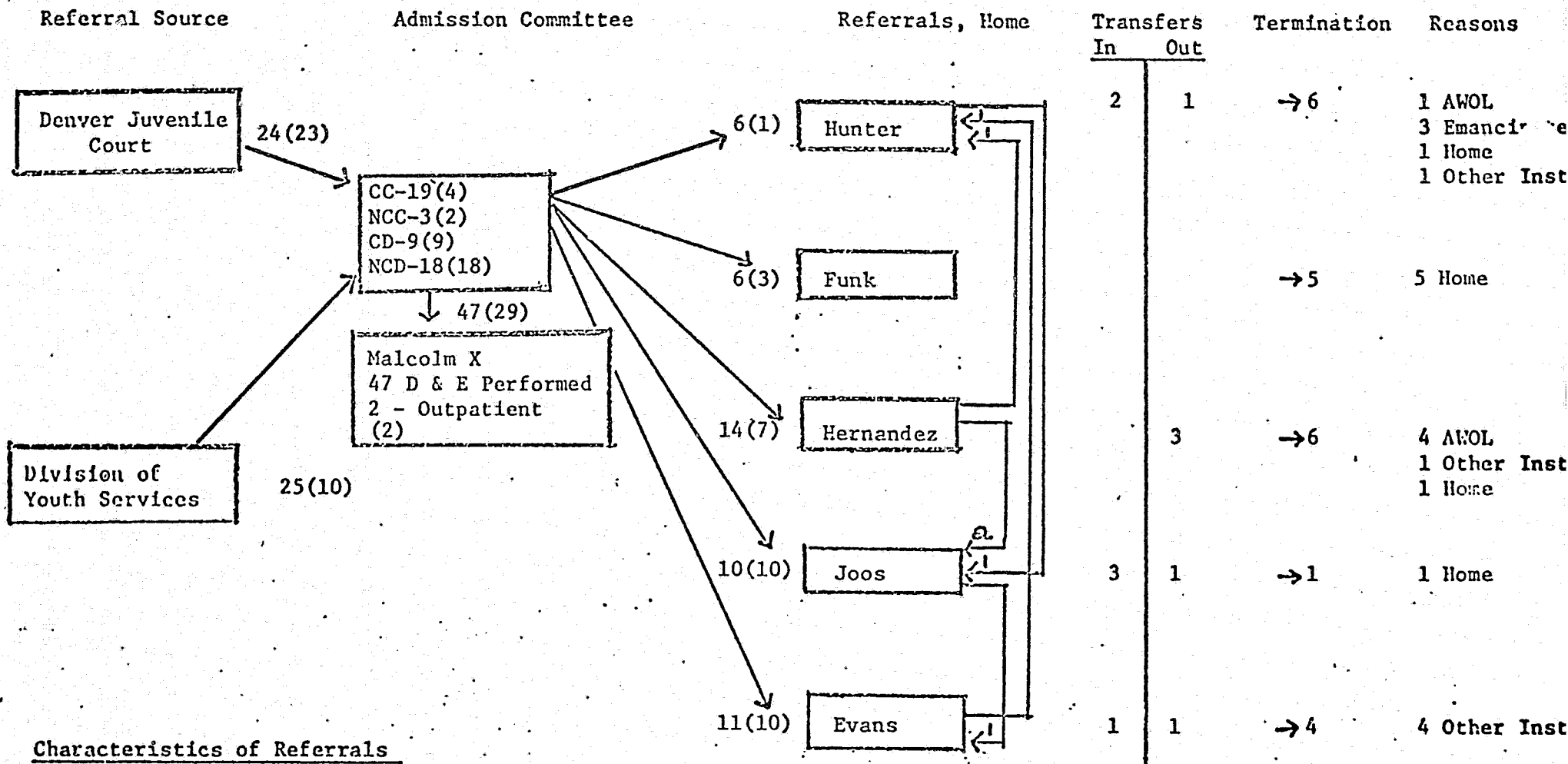
Quarterly System Flow Chart  
 Community Group Homes  
 April-June, 1973  
 Figure IV



Characteristics of Referrals

Total	21(13)	Sex		Age	13	3(2)
Impact	13	Male	14(11)	13-15	8(6)	
Burglary	13	Female	7(2)	16	10(5)	
Assault	2					
Robbery	3	Cultural Origin		YRRP	12	
		Anglo	6(3)	Non-YRRP	9	
		Black	3(2)			
Non-Impact	8	Chicano	12(8)			

Quarterly System Low Charge  
 Community Group Homes  
 July-September, 1973  
 Figure VIII



Characteristics of Referrals

Total 49

Impact 33  
 Burglary 81  
 Assault 18  
 Robbery 8

Non-Impact 16

Sex  
 Male 34(27)  
 Female 15(4)

Cultural Origin  
 Anglo 11(2)  
 Black 17(16)  
 Chicano 19(13)  
 Indian 2(2)

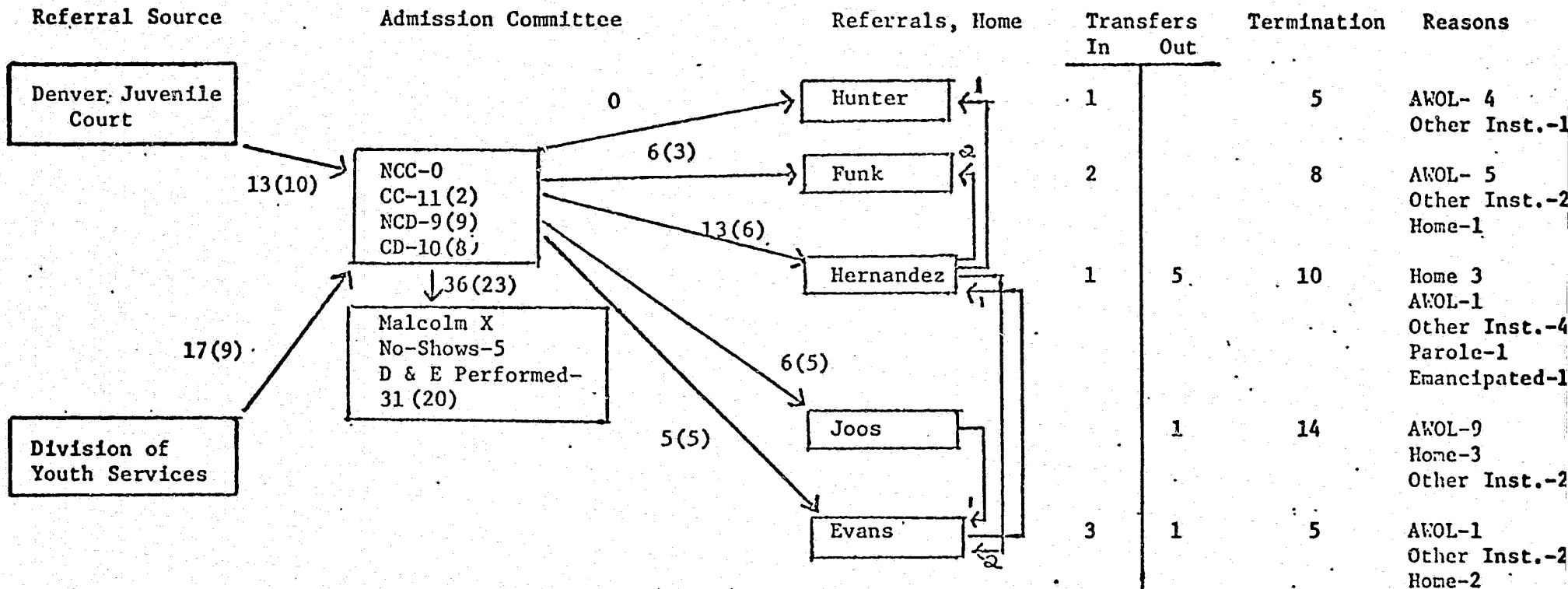
Age  
 13 0  
 13-15 20(13)  
 16 29(20)

YRRP 31  
 Non-YRRP 18

2 Outpatient  
 Impact 2  
 Male 2  
 Chicano 2  
 Age 13-15 1  
 16 1  
 YRRP 2



Figure II  
Community Group Homes  
Quarterly Flow Analysis  
October 1 - January 1, 1974



Characteristics of Referrals

Total - 30

Impact - 19  
 Burglary - 55  
 Robbery - 12  
 Assault - 20  
 Theft - 1

Non-Impact - 11  
 YRRP - 18  
 Non-YRRP - 12

Sex

Males - 27 (19)  
 Females - 3

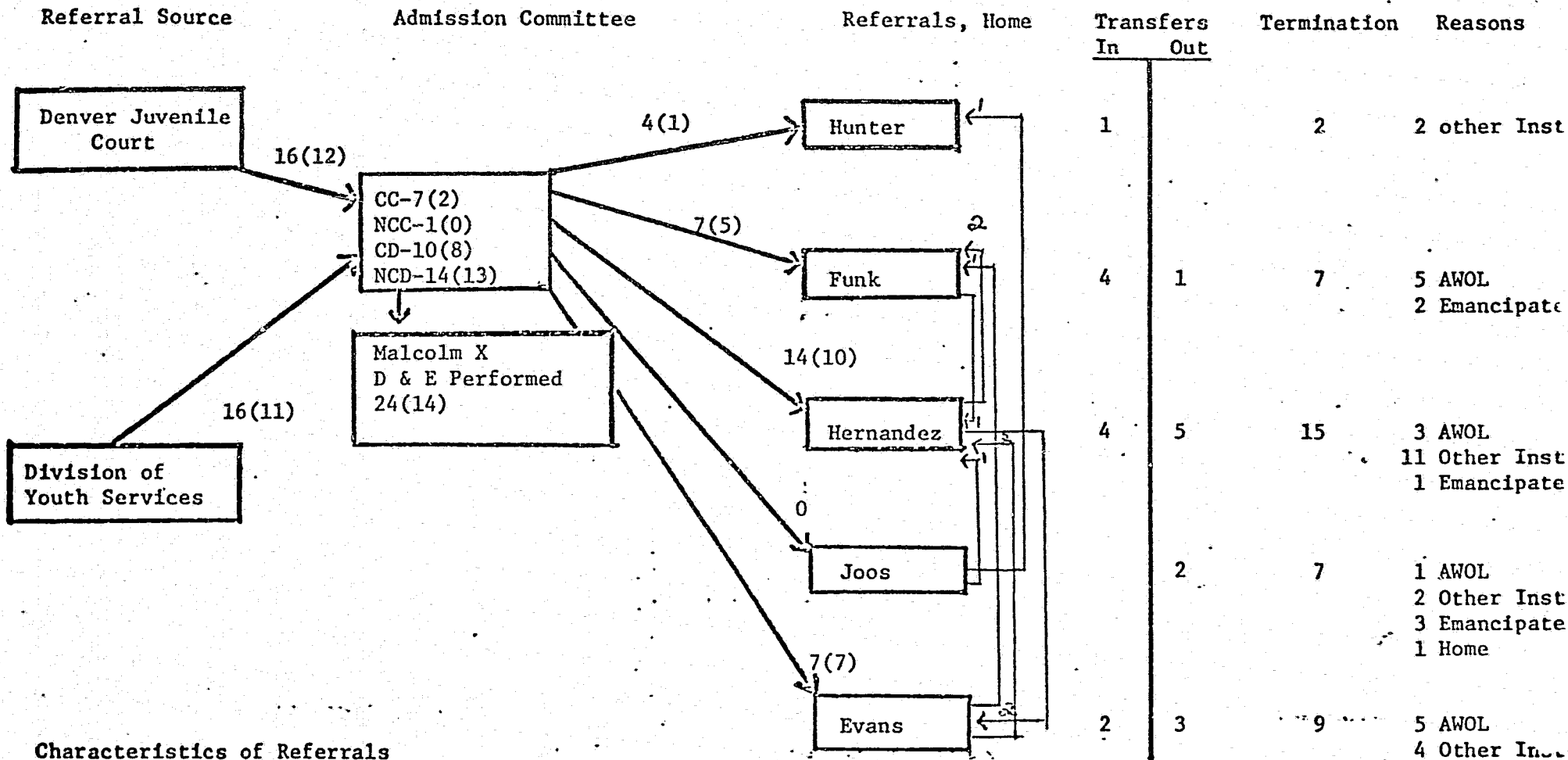
Age

<13 - 1 (1)  
 13-15 - 17 (9)  
 16> - 12 (9)

Ethnicity

Anglo - 12 (5)  
 Black - 6 (6)  
 Chicano - 12 (8)

Quarterly System Flow Chart  
 Community Group Homes  
 January 1, 1974 - April 1, 1974  
 Figure XVI



Characteristics of Referrals

<b>Total</b> 32	<b>Sex</b>	<b>Age</b>
Impact 23	Male 27(22)	13 3(2)
Burglary 33	Female 5(1)	13-15 12(10)
Assault 10		16 17(11)
Robbery 2	<b>Cultural Origin</b>	<b>YRRP</b> 18
Rape 2	Anglo 12(7)	Non-YRRP 14
Theft 38	Black 9(6)	
Non-Impact 9	Chicano 10(9)	
	Indian 1(1)	

Table IV

Direct Services to CGH Youth  
Services in Time--Client Hours  
Quarterly April-June, 1973

	Individual			Group Therapy			Family			Other			TOTAL	No. of Clients Receiving Prof. Services			
	CG	V	O	CG	V	O	CG	V	O	CG	V	O		Med.	Dent.	Other	TOT.
Munk I Non I	16			900			52						968				
Evans I Non I														3			3
Hernandez I Non I	4			330			16						350				
Hunter I Non I	40			572			40						652				
Joos I Non I																	

Key: CG - Correctional Guidance Counselor  
V - Volunteer  
O - Other (Probation Officers, etc.)  
SC - Staff Consultation

Total I \_\_\_\_\_ Total I 3  
N-I \_\_\_\_\_ NI \_\_\_\_\_  
GRAND TOTAL 1973 Not Broken down to I  
and NI

Time with Malcolm X	Impact Offenders	Non I	No Shows	Total
<u>Direct Services</u>				
Psychological Review (D & E)	16 (8 youth)	4 1/2 (2 youth)		
Individual Counseling	135	3		
Outpatient	-	-		
Group Therapy	-	-		
Activity Therapy	-	-		
Family Counseling	-	-		
<b>Total</b>	<b>151</b>	<b>7 1/2</b>		<b>158 1/2</b>
<b>GRAND TOTAL of Direct Services to CGH Youth (Malcolm X Included)</b>				<b>2131</b>
<u>Consultation and Administration -</u>				
Program & Staff Development	1947	-		
Report writing and presentation	8	9		
Consultation with CGH staff	268	-		
Supervision Time	100	-		
Liason Time	130	-		
Secretarial Time	280	-		
Administration	80	-		
<b>Total</b>	<b>2813</b>	<b>9</b>		<b>2</b>
<b>All Services -- GRAND TOTAL</b>	<b>4953</b>			

Direct Services to CGH Youth.  
Services in Time--Client Hours  
Quarterly July - September, 1973

Table VIII

	Individual			Group Therapy			Family			Other			TOTAL	No. of Clients Receiving Prof. Services			
	CG	V	O	CC	V	O	CG	V	O	CC	V	O		Med.	Dent.	Other	TOT. SC
Bank	168			370			8						546				
Evans				288			48						336	12	1		
Fernandez	118		24	252									394	1			
Montez	84		4	148			8					12	256	8			
Boos	40			616			232						888				

Key: CG - Correctional Guidance Counselor  
V - Volunteer  
O - Other (Probation Officers, etc.)  
SC - Staff Consultation

Total I \_\_\_\_\_ Total I 22  
N-I \_\_\_\_\_ 2420 NI \_\_\_\_\_  
GRAND TOTAL 2442

Time with Malcolm X	Impact Offenders	Non I	No Shows	Total
<u>Direct Services</u>				
Psychological Review (D & E)	61 (37 youth)	44 (19 youth)		
Individual Counseling	300	156		
Outpatient	-	-		
Group Therapy	863	68		
Activity Therapy	303	50		
Family Counseling	38	-		
<b>Total</b>	<b>1565</b>	<b>318</b>		<b>1883</b>
GRAND TOTAL of Direct Services to CGH Youth (Malcolm X Included)				
<u>Consultation and Administration -</u>				
Program & Staff Development	1076	-		
Report writing and presentation	52	-		
Consultation with CGH staff	72	-		
Supervision Time	138	-		
Liason Time	236	-		
Secretarial Time	144	-		
Administration	157	-		
<b>Total</b>	<b>1925</b>	<b>0</b>		<b>1925</b>

All Services --GRAND TOTAL 6250

Table XII

Direct Services to CGH Youth  
Services in Time--Client Hours  
Third Quarter of the YRRP  
October 1, '73 - January 1, '74

	Individual			Group Therapy			Family			Other			No. of Clients Receiving Prof. Services					
	CG	V	O	CG	V	O	CG	V	O	CG	V	O	TOTAL	Med.	Dent.	Other	TOT.	SC
Funk																		
I	8		1	20			1						30	1			1	
Non I	17			50									67	1			1	6
Evans																		
I	38	76	66	144			8			8	24		364	8		1	9	15
Non I				8									8					
Hernandez																		
I	8	8	15	9							6		46	3			3	
Non I	2	6	21	5	2	2							38	3			3	6
Hunter																		
I			7	21					2				30	1			1	
Non I			75	33					2				110	15	1	1	17	9
Jooz																		
I		128	38	264		2			30	3			465	18	15	4	37	
Non I			14	26		2							42	1			1	54

Key: CG - Correctional Guidance Counselor  
V - Volunteer  
O - Other (Probation Officers, etc.)  
SC - Staff Consultation

Total I 935  
N-I 265  
Total I 51  
NI 22  
GRAND TOTAL 1273  
90

Time with Malcolm X	Impact Offenders	Non I	No Shows	Total
<u>Direct Services</u>				
Psychological Review (D & E)	75½ (20 youth)	28½ (7 youth)		
Individual Counseling	518	61½		
Outpatient	40			
Group Therapy	784			
Activity Therapy	30			
Family Counseling	8			
<b>Total</b>	<b>1455½</b>	<b>90</b>		<b>154</b>
GRAND TOTAL of Direct Services to CGH Youth (Malcolm X Included)	<u>2441½</u>	<u>377</u>		<u>281</u>
<u>Consultation and Administration -</u>				
Program & Staff Development	440½			
Report writing and presentation	69½	34		
Consultation with CGH staff	125½	11½		
Supervision Time	132½			
Liaison Time	103½			
Secretarial Time	54	10		
Administration	859½	10½		
<b>Total</b>	<b>1785</b>	<b>66</b>		<b>18</b>
<b>All Services -- GRAND TOTAL 4759 1/2</b>				

Table XVI

Direct Services to CGH Youth  
 Services in Time--Client Hours  
 Quarterly January 1 - April 1, 1974

	Individual			Group Therapy			Family			Other			No. of Clients Receiving Prof. Services				
	CG	V	O	CG	V	O	CG	V	O	CG	V	O	TOTAL	Med.	Dent.	Other	TOT. SC
Funk																	
I	2	16	17	12		54	1						102	1		1	10
Non I	4	6	10	50		18							88	2		2	
Evans																	
I	68	27	45	483			28		20				671	7		7	16
Non I																	
Hernandez																	
I	50		34	54									138	1	1	2	4
Non I	13		6	38									57	7		7	
Hunter																	
I			1	2									3	1		1	9.5
Non I		1	61	51									113	9	2	11	
Joos																	
I			17	32							27		76				2
Non I			5	8									13				

Key: CG - Correctional Guidance Counselor  
 V - Volunteer  
 O - Other (Probation Officers, etc.)  
 SC - Staff Consultation

Total I 990  
 N-I 271  
 Total I 11  
 NI 20  
 GRAND TOTAL 1292  
 41.5

Time with Malcolm X	Impact Offenders	Non I	No Shows	Total
<u>Direct Services</u>				
Psychological Review (D & E)	107½ (18 youth)	8½ (8 youth)		
Individual Counseling	236½	12		
Outpatient	-	-		
Group Therapy	343	4		
Activity Therapy	43	-		
Family Counseling	21	-		
<b>Total</b>	<b>751</b>	<b>24½</b>		<b>775</b>
GRAND TOTAL of Direct Services to CGH Youth (Malcolm X Included)	<u>1752</u>	<u>315½</u>		<u>2067½</u>
<u>Consultation and Administration -</u>				
Program & Staff Development	164	-		
Report writing and presentatio.	109	22		
Consultation with CGH staff	415	1½		
Supervision Time	198½	-		
Liason Time	66	-		
Secretarial Time	94½	42		
Administration	253½	-		
<b>Total</b>	<b>1300½</b>	<b>65½</b>		<b>1366</b>

All Services -- GRAND TOTAL 3475

Table AI

Proportion of YRRP Youth Rearrested During the Total Period from Placement to CGH to April 1, 1974 by Length of Residence, Sex, Ethnicity, Type of Rearrest and Group Home Placement  
 "Persons" Recidivism Rate.

	Expected Average ( $\bar{X}$ ) Rearrest Rate		Prior Impact Rearrest for any Offense				Average Period of Risk ( $\bar{X}$ ) in Months		$\frac{E-O}{E} \times 100$ % Reduction						
	Short Term*	Long Term*	Observed ( $\bar{X}$ ) Rearrest Rate	Adjusted for One Year Risk Period**	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term			
Evans	78.75	83 77.37	56	33.3	63.2	113.9	250	105.3	5.9	1.6	7.2	***	-44.6	-201	-36
Joos	76	87.5 75.4	50	100	47	85.7	4000	76.2	7	0.3	7.4		-12.8		-1
Lunter	70.22	-- 70.22	28.6	0	28.6	31.2	0	31.2	11	--	11		+55.6		+55.6
Munk	78.69	71.38 80.52	65	25	75	95.1	96.8	95.8	8.2	3.7	9.4		-20.9	-35.6	-19
Nernandez	77.93	82.18 76.5	50	0	66.6	72.3	0	78.4	8.3	3.1	10.2		+7.2	+100	+2.5
Total	76.3	64.8 76	49.9	31.7	56.1	73.9	238	74.8	8.1	1.6	9		+3.1	-267	+1.6

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

\*\*\*\* The average period of risk during the total period from placement in CGH to April 1, 1974 is not an additive sum of the average periods of risk during the "in residence" and the "post release" periods because a number of CGH youth admitted to group homes within the seven (7) days before April 1, 1974 are included in calculations for Table AI but are excluded from Table AII.

Table AII

Percentage Reduction of "Persons" Recidivism Rates During the Period After Termination  
of Placement in CGH and April 1, 1974 by Length of Residence, Sex, Ethnicity,  
Type of Rearrest and Group Home Placement

	Expected Average ( $\bar{X}$ ) Rearrest Rate	Prior Impact-Rearrest for any Offense												$\frac{E-O}{E} \times 100$ % Reduction		
		Observed ( $\bar{X}$ ) Average Rearrest Rate		Adjusted for One Year Risk Period		Average Period of Risk ( $\bar{X}$ ) in Months		Short Term		Long Term		Short Term				
		Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	
vans	78.8	83	77.4	28	33.3	26.3	102	181.6	87.7	3.3	2.2	3.6	-29.4	-11.88	-13.3	
pos	76	87.5	75.4	11.1	100	5.9	36	444	19.1	3.7	2.7	3.7	+52.6	-407.4	+74.7	
unter	70.2	--	70.2	14.3	0	14.3	24.5	0	24.5	7	--	7	+65.1	--	+65.1	
unk	78.7	71.4	80.5	50	0	52.6	105.3	0	101.8	5.7	2.6	6.2	-33.8	+100	-26.5	
ernandez	77.9	82.2	76.5	29.4	0	38.5	58.8	0	72.2	6	4.5	6.4	+24.5	+100	+5.6	
otal	76.3	64.8	76	26.6	26.7	27.5	62.6	133.5	61.1	5.1	2.4	5.4	+18	-106	+19.6	

\* Short term-stayed in residence less than 30 days  
long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
Plus (+) indicates a decrease in recidivism rates



Table AIII

Percentage Reduction of "Persons" Recidivism Rates During Residence in Group Homes  
by Length of Residence, Sex, Ethnicity, Type of Rearrest and Group Home Placement

	Expected Average (X) Rearrest Rate		Prior Impact-Rearrest for any Offense				Adjusted for One Year Risk Period		Average Period of Risk (X) in Months		$\frac{E-O}{E} \times 100$ % Reduction				
	Short	Long	Observed (X) Average Rearrest Rate		Adjusted for One Year Risk Period		Short	Long	Short	Long	Short	Long			
	Term	Term	Short	Long	Short	Long	Term	Term	Term	Term	Term	Term			
Evans	78.8	87.5	75.4	50	0	64.7	181.8	0	165.2	3.3	0.5	4.7	-130.7	+100	-119
Joos	76	87.5	75.4	70	0	77.8	227	0	233.4	3.7	0.2	4	-198.7	+100	-210
Hunter	70.2	--	70.2	50	0	50	142.9	0	142.9	4.2	0	4.2	-104	--	-104
Funk	78.7	71.4	80.5	50	100	44.4	206.9		154.4	2.9	0.54	3.45	-162.9	--	-91.8
Hernandez	77.9	82.2	76.5	66.7	0	85.7	296.4	0	302.5	2.7	0.6	3.4	-280.5	+100	-295.4
Total	76.3	64.8	76	57.3	20	64.5	202.2	648.6	193.5	3.4	0.37	4	-165		-154.6

\* Short term-stayed in residence less than 30 days  
long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
Plus (+) indicates a decrease in recidivism rates

Table BI  
 Proportion of YRRP Youth Rearrested During the Total Period from Placement  
 to CGH to April 1, 1974 by Length of Residence, Sex, Ethnicity, Type of Rearrest  
 and Group Home Placement  
 "Persons" Recidivism Rate

	Expected Average (X) Rearrest Rate		Prior Impact-Rearrest for Impact Observed (X) Average Rearrest Rate				Adjusted for One Year Risk Period		Average Period of Risk (X) in Months		$\frac{E-0}{E} \times 100$ % Reduction				
	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long			
	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term			
Evans	55.4	58.9	54.2	26	16.7	29.4	52.9	125.3	49	5.9	1.6	7.2	+2.3	-112.7	+9.6
Boos	50.2	45.8	50.5	16.7	0	17.6	28.6	0	28.5	7	0.3	7.4	+4.3	+100	+43.6
Bunter	13.5	0	13.5	0	0	0	0	0	0	11	--	11	+100	--	+100
Bunk	58	51	59.8	15	0	18.8	22	0	24	8.2	3.1	9.4	+62	+100	+59.9
Bernandez	50.3	54.3	45.3	29.4	0	38.5	42.5	0	45.3	8.3	3.1	10.2	+15.5	+100	+0
Total	45.5	42	44.7	17.4	3.3	21.5	25.8	24.8	29.3	8.1	1.6	9	+43.3	+41	+34.5

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

\*\*\*\* The average period of risk during the total period from placement  
 in CGH to April 1, 1974 is not an additive sum of the average periods  
 of risk during the "in residence" and the "post release" periods because  
 a number of CGH youth admitted to group homes within the seven (7) days  
 before April 1, 1974 are included in calculations for Table BI but are  
 excluded from Table BII.

Table BII  
 Percentage Reduction of "Persons" Recidivism Rates During the Period After Termination  
 of Placement in CGH and April 1, 1974 by Length of Residence, Sex, Ethnicity,  
 Type of Rearrest and Group Home Placement

	Expected Average (X) Rearrest Rate		Prior Impact-Rearrest for Impact Observed (X) Average Rearrest Rate				Adjusted for One Year Risk Period		Average Period of Risk (X) in Months			$\frac{E-O}{E} \times 100$ % Reduction			
	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	
	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	
Evans	55.4	58.9	54.2	4.3	16.7	5.9	15.6	91	19.7	3.3	2.2	3.6	+71.8	-54.5	+63.7
Joos	50.2	45.8	50.5	0	0	0	0	0	0	3.7	2.7	3.7	+100	+100	+100
Hunter	13.5	0	13.5	0	0	0	0	0	0	7	--	7	+100	+100	+100
Funk	58	51	59.8	15	0	18.8	31.6	0	36.4	5.7	2.6	6.2	+45.5	+100	+39.1
Hernandez	50.3	54.3	45.3	11.8	0	15.4	23.6	0	28.9	6	4.5	6.4	+53.1	+100	+36.2
Total	45.5	42	44.7	6.2	3.3	8	14.6	16.5	17.8	5.1	2.4	5.4	+67.9	+60.7	+60.2

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

Table BIII.

Percentage Reduction of "Persons" Recidivism Rates During Residence in Group Homes  
by Length of Residence, Sex, Ethnicity, Type of Rearrest and Group Home Placement

	Expected Average (X) Rearrest Rate		Prior Impact-Rearrest for Impact Observed (X) Average Rearrest Rate				Adjusted for Impact for One Year Risk Period		Average Period of Risk (X) in months		$\frac{E-O}{E} \times 100$ % Reduction				
	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	
	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	
Evans	55.4	58.9	54.2	33.3	0	40	121.1	0	102.1	3.3	0.5	4.7	-118.6	+100	-88.4
Joos	50.2	45.8	50.5	80	0	100	259.5	0	300	3.7	0.2	4	-416.9	+100	-494
Hunter	13.5	0	13.5	0	0	0	0	0	0	4.2	0	4.2	+100	0	+100
Funk	58	51	59.8	33.3	0	33.3	137.8	0	115.8	2.9	0.54	3.45	-137.6	+100	-93.6
Hernandez	50.3	54.3	45.3	28.6	0	33.3	127.1	0	117.5	2.7	0.6	3.4	-152.7	+100	-159.4
Total	45.5	42	44.7	35	0	41.3	123.5	0	124	3.4	0.37	4	-171.4	+100	-177.4

\* Short term-stayed in residence less than 30 days  
long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
Plus (+) indicates a decrease in recidivism rates

Table CI  
 Rates of Rearrest per 100 Youth During the Total Post-Entry Period  
 (from Placement into CGH till April 1, 1974) by Length of Residence,  
 Sex, Ethnicity, Type of Rearrest and Group Home Placement  
 "Behavioral" Recidivism Rates"

	Expected Average ( $\bar{X}$ ) Rearrest Rate	Prior Impact-Rearrest for any Offense						Average Period of Risk		$\frac{E-O}{E} \times 100$ % Reduction					
		Observed ( $\bar{X}$ ) Average Rearrest Rate		Adjusted for One Year Risk Period		( $\bar{X}$ ) in Months									
		Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term						
Evans	264.1	282.2	258.4	128	66.7	147.4	260.3	500.3	245.7	5.9	1.6	7.2	+1.4	-77.3	+4.9
Joos	231.8	292	228.2	55.6	100	52.9	95.3		85.8	7	0.3	7.4	+58.9	-.270	+62.4
Hunter	91.1	0	91.1	28.6	0	28.6	31.2	0	31.2	11	--	11	+65.8	0	+65.8
Funk	229.4	304	215.4	100	33.3	112.5	146.3	128.9	143.6	8.2	3.1	9.4	+36.2	+57.6	+33.3
Hernandez	259.8	281.8	253.1	152.9	0	200	221.1	0	235.3	8.3	3.1	10.2	+14.9	+100	+7
Total	215.2	232	209.2	93	40	108.3	137.8	300	144.4	8.1	1.6	9	+36	-29.3	+31

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

\*\*\*\* The average period of risk during the total period from placement in CGH to April 1, 1974 is not an additive sum of the average periods of risk during the "in residence" and the "post release" periods because a number of CGH youth admitted to group homes within the seven (7) days before April 1, 1974 are included in calculations for Table CI but are excluded from Table CII.

Table CII  
 Rates of Rearrest per 100 Youth During the Post-Release Period  
 by Length of Residence, Sex, Ethnicity, Type of Rearrest and Group Home Placement  
 "Behavioral" Recidivism Rates

	Expected Average ( $\bar{X}$ ) Rearrest Rate			Prior Impact-Rearrest for any Offense						Average Period of Risk ( $\bar{X}$ ) in Months			$\frac{E-O}{E} \times 100$ % Reduction			
	Short	Long	Average	Observed ( $\bar{X}$ ) Average Rearrest Rate		Adjusted for One Year Risk Period		Short	Long	Average	Short	Long	Short	Long	Short	Long
				Short	Long	Short	Long									
Evans	264.1	282.2	258.4	40	66.7	31.6	145.5	363.8	105.3	3.3	2.2	3.6	+44.9	-28.9	+59.2	
Joos	231.8	292	228.2	11.1	100	5.9	36	444.4	19.1	3.7	2.7	3.7	+84.5	-52.2	+91.6	
Hunter	91.1	0	91.1	14.3	0	14.3	24.5	0	24.5	7	--	7	+73.1	--	+73.1	
Funk	229.4	304	215.4	73.7	0	87.5	155.2	0	169.4	5.7	2.6	6.2	+32.3	+100	+21.4	
Hernandez	259.8	281.8	253.1	88.2	0	115.4	176.4	0	216.4	6	4.5	6.4	+32.1	+100	+14.5	
Total	215.2	232	209.2	45.5	33.3	50.9	107.1	166.5	113.1	5.1	2.4	5.4	+50.2	+28.2	+45.9	

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

Table CIII  
 Rates of Rearrest per 100 Youth During Residence in CGH by  
 Length of Residence, Sex, Ethnicity, Type of Rearrest and Group Home Placement  
 "Behavioral" Recidivism Rates

	Expected Average (X) Rearrest Rate			Prior Impact-Rearrest for any Offense						Adjusted for One Year Average Period of Risk (X) in Months			E-O E x 100 % Reduction			
	Short	Long	Term	Observed (X) Average Rearrest Rate		Adjusted for One Year Average Period of Risk		Short	Long	Term	Short	Long	Term	Short	Long	Term
				Short	Long	Short	Long									
Evans	264.1	282.2	258.4	115	0	135.3	418.2	0	345.4	3.3	0.5	4.7	-58.3	+100	-33.7	
Joos	231.8	292	228.2	80	0	88.9	259.5	0	266.7	3.7	0.2	4	-11.9	+100	-16.9	
Hunter	91.1	0	91.1	50	0	50	142.9	0	142.9	4.2	0	4.2	-56.9	--	-56.9	
Funk	229.4	304	215.4	50	100	44.4	206.9		154.4	2.9	0.54	3.45	+9.8	-631	+28.3	
Hernandez	259.8	281.8	253.1	122.2	0	157.1	543.1	0	554.5	2.7	0.6	3.4	-109	+100	-119.1	
Total	215.2	232	209.2	83.4	20	95.1	294.4	648.6	285.3	3.4	0.37	4	-36.8	-179.6	-36.4	

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

**CONTINUED**

**1 OF 3**



Table DI  
 Rates of Rearrest per 100 Youth During the Total Post-Entry Period  
 (from Placement into CGH till April 1, 1974) by Length of Residence,  
 Sex, Ethnicity, Type of Rearrest and Group Home Placement  
 "Behavioral" Recidivism Rates

	Expected Average ( $\bar{X}$ ) Rearrest Rate			Observed ( $\bar{X}$ ) Average Rearrest Rate			Adjusted for One Year Risk Period			Average Period of Risk ( $\bar{X}$ ) in Months		$\frac{E-O}{E} \times 100$ % Reduction			
	Short Term	Long Term		Short Term	Long Term		Short Term	Long Term		Short Term	Long Term	Short Term	Long Term		
Evans	91.1	91.7	90.9	32	16.7	36.8	65.1	125.3	61.3	5.9	1.6	7.2	+28.5	-36.6	+32.6
Joos	87.1	100	83.1	16.7	0	17.6	28.6	0	23.5	7	0.3	7.4	+67.2	+100	+65.7
Hunter	20.3	0	20.3	0	0	0	0	0	0	11	--	11	+100	--	+100
Funk	99.7	95	100.6	15.8	0	18.8	23.1	0	24	8.2	3.1	9.4	+76.8	+100	+76.1
Hernandez	93.6	100.8	91.4	29.4	0	38.5	42.5	0	45.3	8.3	3.1	10.2	+54.6	+100	+50.4
Total	78.4	77.5	77.3	18.8	3.3	22.3	27.9	24.8	29.7	8.1	1.6	9	+64.4	+68	+61.6

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

\*\*\*\* The average period of risk during the total period from placement in CGH to April 1, 1974 is not an additive sum of the average periods of risk during the "in residence" and the "post release" periods because a number of CGH youth admitted to group homes within the seven (7) days before April 1, 1974 are included in calculations for Table DI but are excluded from Table DII.

Table DII  
 Rates of Rearrest per 100 Youth During the Post-Release Period  
 by Length of Residence, Sex, Ethnicity, Type of Rearrest and Group Home Placement  
 "Behavioral" Recidivism Rates

	Expected Average ( $\bar{X}$ ) Rearrest Rate			Prior Impact-Rearrest for Impact Observed ( $\bar{X}$ ) Average Rearrest Rate						Adjusted for One Year Risk Period			Average Period of Risk ( $\bar{X}$ ) in Months		$\frac{E-O}{E} \times 100$ % Reduction		
	Short Term		Long	Short Term		Long		Short Term		Long		Short Term		Short Term		Long Term	
Evans	91.1	91.7	90.9	17.4	20	16.7	63.3	109.1	55.7	3.3	2.2	3.6	+30.5	-19	+38.7		
Joos	87.1	100	83.1	0	0	0	0	0	0	3.7	2.7	3.7	+100	+100	+100		
Hunter	20.3	0	20.3	0	0	0	0	0	0	7	--	7	+100	+100	+100		
Funk	99.7	95	100.6	10.5	0	12.5	22.1	0	24.2	5.7	2.6	6.2	+77.8	+100	+75.9		
Hernandez	93.6	100.8	91.4	5.9	0	7.7	11.8	0	17.1	6	4.5	6.4	+87.3	+100	+81.3		
Total	78.4	77.5	77.3	6.8	4	7.4	16	20	16.4	5.1	2.4	5.4	+79.6	+74.2	+78.8		

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

Table DIII  
 Rates of Rearrest per 100 Youth During Residence in CGH by  
 Length of Residence, Sex, Ethnicity, Type of Rearrest and Group Home Placement  
 "Behavioral" Recidivism Rates

	Expected Average ( $\bar{X}$ ) Rearrest Rate		Prior Impact-Rearrest for Impact Observed ( $\bar{X}$ ) Average Rearrest Rate				Adjusted for One Year Risk Period		Average Period of Risk ( $\bar{X}$ ) in Months		$\frac{E-0}{E} \times 100$ % Reduction				
	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long			
	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term	Term			
Evans	91.1	91.7	90.9	50	0	60	181.8	0	153.2	3.3	0.5	4.7	-99.6	+100	-68.5
Joos	87.1	100	83.1	75	0	100	243.2	0	300	3.7	0.2	4	-179.2	+100	-261
Hunter	20.3	0	20.3	0	0	0	0	0	0	4.2	0	4.2	+100	+100	+100
Funk	99.7	95	100.6	33.3	0	33.3	137.8	0	115.8	2.9	0.54	3.45	-38.2	+100	-15.1
Hernandez	93.6	100.8	91.4	33.3	0	40	148	0	141.2	2.7	0.6	3.4	-58.1	+100	-54.5
Total	78.4	77.5	77.3	38.3	0	46.7	135.2	0	140.1	3.4	0.37	4	-72.4	+100	-81.2

\* Short term-stayed in residence less than 30 days  
 long term-stayed in residence 30 days or more

\*\* YRRP youth who stayed less than (7) days are eliminated from the sample

\*\*\* Minus (-) indicates an increase in recidivism rates  
 Plus (+) indicates a decrease in recidivism rates

Questions Included in the Open-Ended Semi-Structured Interview Schedule

1. How did you find out about Community Group Homes' services and specifically about YRRP?
2. What type of offender do you refer to Community Group Homes?
3. What percentage of your caseload do you refer to Community Group Homes?
4. How many and which are accepted?
5. How many are rejected and what are the reasons behind Community Group Homes not accepting your referrals?
6. What impact, if any, do you have upon the Community Group Homes' Admissions Committee decision as to placement?
7. Do you find Community Group Homes responsive to your needs and/or suggestions?
8. In which cases do you find your recommendations followed-disregarded?
9. In what percentage of cases that you referred to Community Group Homes did group home placement fail?
10. What do you see as the reason for failure of placement in Community Group Homes?
11. According to you, for what types of youth does Community Group Homes placement succeed?
12. How often do you maintain contact with the youth who was placed in Community Group Homes?
13. Which kids do you maintain contact with on a more frequent basis?
14. Do you, and if so, how do you maintain contact with Community Group Homes staff?
15. Do you find your treatment goals for the client to conflict/coincide with those of Community Group Homes' staff?
16. What are the major causes of friction?
17. To what degree are you involved in the follow-up of your referrals to Community Group Homes?
18. To what degree are you involved in the disciplinary measures of your referrals to Community Group Homes?
19. What are your views regarding the procedures and the policy related to "runaways" from the group homes?
20. Do you agree on this issue with Community Group Homes program staff and administration?

21. What are your basic reasons to referring youth to Community Group Homes?
22. Why don't you utilize Community Group Homes as a referral source?
23. How do you feel about Community Group Homes?
24. What is your view on Community Group Homes administrative efficiency?
25. What is your opinion about Malcolm X Center for Mental Health's counseling/consultation services?
26. Does Malcolm X's diagnostic evaluation help you in dealing with your clients, or do you find it to be not helpful at all compared to your prior knowledge of the client?
27. How often are you called by Community Group Homes staff/or Malcolm X staff for consultation and/or staff meetings on your clients?
28. Compared to other similar, referral sources for the same type of offender, how does Community Group Homes rank?
29. What do you see as their major asset?
30. What do you see as their major drawback?
31. Do you find their organizational goals such as to serve mainly Impact offenders; specific length of stay, etc. to be limiting?
32. Any constructive criticism, additional comments on these issues?
33. Has the number of your referrals to Community Group Homes increased/decreased since you have become more familiar with their performance and effectiveness?
34. Do you feel (for probation officers in the Intake Division) that your recommendations for placement of the youth into Community Group Homes affects the sentencing judge's decision to disposition?
35. How often do judges sentence/refer youth to Community Group Homes in lieu of other sentences?
36. How many of your referrals have violated parole/probation conditions while at Community Group Homes?
37. (For parole officers only) why do you find it valuable to refer your clients from institutional settings to Community Group Homes?
38. Could you comment on your views about which youth do better in Community Group Homes? -- those with or without prior institutional background?

39. Could you comment about your knowledge as to how the youth placed in Community Group Homes feel about Community Group Homes staff?

40. Could you comment about how you feel about the programs and services provided to them by Community Group Homes?

APPENDIX II

**Community  
Group  
Homes, Inc.**

Man Street • Denver, Colorado 80203

Bruce L. Bartlett, Executive Director

MEMORANDUM

TO: Denver Anti-Crime Council and the  
Division of Criminal Justice

FROM: Bruce L. Bartlett, Executive Director  
Community Group Homes, Inc./Youth Recidivist  
Reduction Program

SUBJECT: Group Home Program Change

DATE: June 7, 1973

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In fiscal year 1971-72, the Department of Institutions, Division of Youth Services, was appropriated \$100,000 by the Colorado State Legislature in order to purchase services for Committed CHINS in the State of Colorado. During that same fiscal year, the Division of Criminal Justice of the State of Colorado appropriated \$100,000 in grant-form to the Division of Youth Services, in order for the Division to purchase correctional/treatment services for those juveniles who were adjudicated either CHINS or Delinquent and of a Non-committed legal status. Fifty percent of the LEAA funds were to be used in the City and County of Denver.

On fiscal and programatic results, during fiscal years 1971-73, the results are as follows: that well over \$100,000 was expended in Denver for Non-committed juveniles and that many of Denver's committed juveniles (CHINS) were provided for under this program, as well as some juveniles with a Delinquent status.

Beginning in fiscal year 1973-74, the Colorado State Legislature authorized the Division of Youth Services to spend up to \$100,000 for purposes of purchasing community or institutional correctional/treatment services. This indicates the following: The State of Colorado has assumed full responsibility for the purchase of service program; there will no longer be institutional appropriations from LEAA; and the entire amount allocated to date for the next fiscal year (1973-74) exceeds the amounts granted by \$85,000.



There is, however, a problem in regards to how these funds are to be spent, due to the State of Colorado assuming full responsibility for the funds provided for the purpose of the purchase of service program. All juveniles being paid for under this program, must be committed to the Division of Youth Services as CHINS cases in order to be paid for while in a community placement program. The Legislature has in the past stated through Statute that state money appropriated to the Division of Youth Services was to be spent only for Committed CHINS cases and that the Federal match was to be spent for Non-committed CHINS and Delinquents in community placement. Concomitantly, the Legislature when assuming full responsibility for funding the purchase of services program, needed to amend the Legislature (Statute to read as follows: The State Purchase of Service Funds given to the Division of Youth Services may be spent for both Committed and Non-committed Juvenile Legal Offenders, in need of community and/or institutional correctional treatment placement services.)

It is the opinion of the Administrative Office of Community Group Homes, Inc., that there needs to be Legislative Reform relative to this particular appropriation in order for Non-committed juveniles with a Delinquent legal status to be paid for without having to be committed or their petitions amended to a CHINS legal status. This will not be possible until the next legislative session, beginning in January 1974.

Beginning on July 1, 1973, all juveniles referred by the Denver Juvenile Court for group home placement under the purchase of service program will need to adhere to the following steps:

- A. They must be committed to the Department of Institutions, Division of Youth Services ...
- B. They will not be required to go to the diagnostic center at Montview and may be placed directly into a group home, etc., where they will receive diagnostic and evaluation services from Malcolm X Center for Mental Health...
- C. The Probation Officer of the Denver Juvenile Court will be allowed to supervise the juvenile while in placement ...
- D. Upon placement failure, the juvenile in residence will be referred back to Denver Juvenile Court for a review of his case and to be considered for placement in some other program. The Division of Youth Services only asks that they be kept informed.

- E. Placement failures probably will be referred to the semi-closed group home program under the direction of Community Group Homes, Inc./Youth Recidivist Reduction Program and will still be supervised by the Juvenile Court and its Probation Representatives...
- F. In addition, the open group home programs are currently licensed by Colorado State Social Services; therefore, this represents a possible source of funding.

The Administrative Office of Community Group Homes, Inc., proposes that this type of contract change should not hinder the use of the group home program by the Denver Juvenile Courts. Community Group Homes, Inc./Youth Recidivist Reduction Program is committed to serve in community group home placement, Non-committed and Committed CHINS cases with Impact backgrounds and Committed and Non-committed Delinquents with Impact backgrounds. We propose that, due to contract changes affecting the existing open group homes (i.e., the exclusion of Non-committed and Committed Delinquents with Impact backgrounds), that one of the two semi-closed group homes be left unlocked. Community Group Homes, Inc., does not propose to change either budget or the programatic services delineated in the approved grant proposal presented to the Denver Anti-Crime Council, but rather proposes that not all Non-committed and Committed Delinquent Juvenile Offenders with Impact backgrounds require a semi-closed setting (locked 24-hours a day); and that those that do not qualify for other sources of funding, or who are in the closed home initially, require an open group home setting to effectively reduce recidivism and to prevent continued Impact Crimes.

- E. Placement failures probably will be referred to the semi-closed group home program under the direction of Community Group Homes, Inc.,/Youth Recidivist Reduction Program and will still be supervised by the Juvenile Court and its Probation Representatives...
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DELINQUENCY  
CONTROL  
(Denver Police Department)

REFERRALS

DENVER JUVENILE COURT  
(Juvenile Hall  
Detention Services)  
(Probation Services)

REFERRALS

DIVISION OF  
YOUTH SERVICES  
(State of  
Colorado)

COMMUNITY GROUP HOMES, INC., / YOUTH RECIDIVIST REDUCTION PROGRAM

SEMI-CLOSED

Robert John Evans Group Home

8 Male and 8 Female  
Length of stay:  
Average: 4-6 months  
Maximum: 9 months

PROPOSED OPEN

Kenneth P. Joos Group Home

8 Male and 8 Female  
Length of stay:  
Average: 4-6 months  
Maximum: 9 months

OPEN

William Funk Group Home

10 Male  
Length of stay:  
Average: 4-6 months  
Maximum: 9 months

Harriot Hunter Group Home

8 Female  
Length of stay:  
Average: 4-6 months  
Maximum: 9 months

Robert A. Hively Group Home

5 Male and 5 Female  
Length of stay:  
Average: 1-3 months  
Maximum: 3 months

APPENDIX III



# Memorandum

TO: Denver Anti-Crime Council                      DATE: June 28, 1973  
Mr. Phill Walker, Juvenile Specialist

FROM: Bruce L. Bartlett,  
Executive Director, Community Group Homes, Inc.

SUBJECT: Impact & Results and Revised Time Table

## IMPACT AND RESULTS

The impact and results of the Youth Recidivist Reduction Program are as follows:

- A. The project will serve as a youth recidivist reduction model, community-based in East and Northeast Denver serving the City of Denver. Not only will this be a viable program in terms of an expansion of existing community-based services to youth, but also in terms of collaboration between correctional and mental health services in general and, more specifically, between a correctional services agency (Community Group Homes, Inc.) and a mental health service agency (Malcolm X Center for Mental Health).
- B. The project will serve as a model for the collaborative delivery of direct services to youth in a given geographical area (Denver) by two or more agencies. For example, the emphasis upon coordination of Diagnostic and Evaluation Services in this project will provide a model for the minimization of duplication of such services by a number of youth serving agencies in a given geographical area (i.e., Denver).
- C. The project will be a benefit to the following units of government and/or other agencies in the following manner:
  1. Juvenile Court: Primary Referral Resource; Diagnostic and Treatment Resource; Community Rehabilitation Resource.

2. Division of Youth Services: Secondary Referral Resource; Diagnostic and Treatment Resource; Community Rehabilitation Resource.
  3. Juvenile Hall: Primary Referral Resource.
  4. Northeast Denver Youth Service Bureau: Secondary Referral Resource; Primary Diagnostic and Treatment Resource; Community Rehabilitation Resource.
  5. Other Youth Serving Systems and Agencies: Secondary Referral Resource; Diagnostic and Treatment Resource; Community Rehabilitation Resource.
- D. The project will provide the following direct services to 425 youth:

416 hours of Pastoral Counseling Services  
1040 hours of Psychiatric Services  
2080 hours of Psychological Services  
624 hours of Nursing Services  
1440 hours of Mental Health Workers Services  
520 hours Youth Peer Group Counseling Services  
200 hours Medical Doctor Services  
700 hours Volunteer Coordinator Services  
700 hours of Drug Counseling Services  
4160 hours of Social Rehabilitation Services  
13,480 hours of Residential Supervision/Counseling Services

1. COMMUNITY GROUP HOMES, INC.:

Existing open group home programs to be used in the Youth Recidivist Reduction Program will involve eleven (11) beds:

A. William Funk Group Home

(1) Youth Recidivist Reduction Program (YRRP) - Four (4) Beds

(2) Average length of stay - 4 to 6 months ...

(3) Maximum length of stay - 9 months.

B. Harriot Hunter Group Home

(1) Youth Recidivist Reduction Program (YRRP) - Three (3) Beds

(2) Average length of stay - 4 - 6 months ...

(3) Maximum length of stay - 9 months.

C. Robert A. Hively Group Home

(1) Youth Recidivist Reduction Program (YRRP) - Four (4) Beds

(2) Average length of stay - 1 to 3 months ...

(3) Maximum length of stay - 3 months.

Therefore, the total number of impact offenders served in the existing open group homes (Funk, Hunter, and Hively Group Home Programs) is eleven (11) on an average daily basis, and twenty-eight (28) on an average annual basis.

The proposed semi-closed and open group home program under the Youth Recidivist Reduction Program will make available 32 beds for impact offenders:

A. Semi-closed Group Home (John Robert Evans Group Home)

(1) Average length of stay - 4 - 6 months ...

(2) Maximum length of stay - 9 months.

B. Open Group Home (Kenneth P. Joos Group Home)

(1) Average length of stay - 4 - 6 months ...

(2) Maximum length of stay - 9 months.

Therefore, the total number of impact offenders served daily is 32 and annually will be 80, in both the John Robert Evans and Kenneth P. Joos Group Home Programs.



2. MALCOLM X CENTER FOR MENTAL HEALTH:

The contractual services required by the Group Home Programs are as follows:

- A. Outpatient and emergency services will be expanded to include services to 50 youth recidivists per year.
- B. Diagnostic and evaluation services will be expanded to include services to 200 youth recidivists per year in addition to the total 108 involved in the Group Homes or on an outpatient basis (50) with either Community Group Homes, Inc., or Malcolm X Center for Mental Health.

The project will reduce recidivism among youthful offenders in LEAA mandated crime-specific areas (robbery, burglary, and assault) by 25 to 35 percent among the target youth recidivist population in the group homes and by 15 to 20 percent over those target youth referred to their natural homes who remain as outpatients of the Malcolm X Center. The former will be determined by data collected by Juvenile Court on youth coming back through the system.

The total number to be served by the various Group Home Programs described above and Malcolm X Center For Mental Health is 358 per year. Of that total amount, 108 will have been or be in residence, 50 will have been or be on an outpatient basis with Malcolm X Center, and approximately 200 youthful offenders will have received or need diagnostic and evaluation services.

BLB:eeb

REVISED TIME TABLE

MONTH: 1 2 3 4 5 6 7 8 9 10 11 12

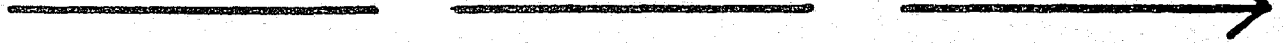
Staff Selection and Orientation



Project Data Base Design



Group Home Lease  
Management and  
Renovations (includes  
maintenance)



Community Group  
Homes, Inc., and  
Malcolm X. Center  
for Mental Health  
Program Services  
Delivery



Data Collection  
and Evaluation



Independent Fiscal  
and Evaluation Audit



Project Report and  
Evaluation



APPENDIX IV



**Community  
Group  
Homes, Inc.**

827 Sherman Street • Denver, Colorado 80203  
Telephone 534-2310

Bruce L. Bartlett, Executive Director  
Leo T. Kennedy, Assistant Director

January 17, 1974

Mr. Phil Walker  
Criminal Justice Specialist  
Denver Anti-Crime Council  
1313 Tremont Place, Suite 5  
Denver, Colorado 80204

Dear Phil:

I am writing in reference to the Youth Recidivist Reduction Program Grant #72-IC-0010 (1) -16. As the Project Director, I would like to request from the Denver Anti-Crime Council, as well as the State Division of Criminal Justice and Region VIII, LEAA, that the total number of clients in residence at the John Robert Evans Group Home and the Kenneth P. Joos Group Home be changed from 16 to 15 in each facility.

The population composition of the Evans Group Home is all males while at the Joos Home there are 11 males and four females. The reason for the reduction in both homes is due to licensing standards and codes as imposed on Community Group Homes, Inc. by the Colorado State Department of Social Services. It is their opinion that we have, in these two group home programs, ample space for 15 juveniles, not 16.

The Colorado State Department of Social Services has inspected the five group home programs under the auspices of Community Group Homes, Inc., and have approved provisional licenses based on the following: That no more than ten juveniles will reside in the William Funk and R.J. Hernandez Group Homes and that no more than eight will reside in the Harriot Hunter Group Home, and that a total of 15 may reside in the John Robert Evans and Kenneth P. Joos Group Homes.

**WILLIAM FUNK GROUP HOME • HARRIOT HUNTER GROUP HOME • ROBERT A. HIVELY GROUP HOME  
JOHN ROBERT EVANS GROUP HOME • KENNETH P. JOOS GROUP HOME**

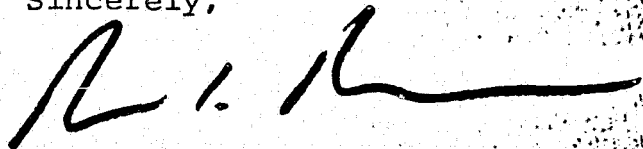
I am requesting this change in the grant application only because of this licensing requirement. In addition, I would also like to request that of the total impact juvenile population to be served by Community Group Homes, Inc. (108), during a 12-month period of time, that 20 juvenile offenders be allowed to have multiple theft backgrounds. Based on statistics that have been ascertained by the Denver Anti-Crime Council, as well as Behavioral Research and Evaluation Corporation, under contract to Community Group Homes, Inc., it has been determined that multiple theft offenders are potential impact offenders. A multiple theft offender is defined as an individual having two or more arrests within the area of theft.

If the Denver Anti-Crime Council, State Division of Criminal Justice and Region VIII, LEAA, grant the request, we would like to be able to apply the variance retroactively back to the beginning of the project year April 1, 1973. In next year's program, beginning April 1, 1974 to March 31, 1975, Community Group Homes, Inc, will be requesting a 25% multiple theft variance in the impact population to be served. The reason for requesting a specific number at this time is due to the fact that the project year will end as of March 31, 1974.

Thank you for the time spent in considering this request.

Best wishes.

Sincerely,



Bruce L. Bartlett  
Executive Director

enc.



**Community  
Group  
Homes, Inc.**

827 Sherman Street • Denver, Colorado 80203  
Telephone 534-2310

Bruce L. Bartlett, Executive Director  
Leo I. Kennedy, Assistant Director

November 26, 1973

Mr. Phil Walker  
Criminal Justice Specialist  
Denver Anti-Crime Council  
1313 Tremont Place, Suite 5  
Denver, Colorado 80204

Dear Phil:

On November 19, 1973, I received from Dr. Delbert Elliott of Behavioral Research and Evaluation Corporation in Boulder, a detailed description of a population study in the Sweetwater Union High School District located in the San Diego metropolitan area of California.

The total youth population studied consisted of ninth graders entering the Sweetwater Union High School in September of 1963. These youths were studied from the time they entered the ninth grade until they completed the 12th grade relative to the number of contacts with police and types of contacts.

The study involved other variables, but the most salient ones are described in the letter I received on the 19th of November.

It has been ascertained from the data provided by BREC that out of the population of 2,617 studied, 26% had one police contact. 46% of the group who had one police contact had the probability of two police contacts. Of those with two police contacts, 62% had the probability of three police contacts. Of those with three contacts, 64% had the probability of four contacts.

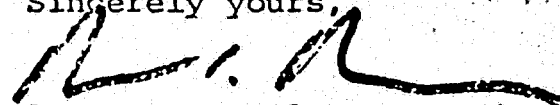
Of those with four, 65% had the probability of five contacts. Of those with five, 63% had the probability of six contacts, and of those with six contacts, 80% had the probability of seven contacts.

This progression demonstrates that the likelihood of recidivism among youthful offenders increases as police contacts increase. The increase denoted in figure one of the attachment is rather significant and dramatically demonstrates the need for diversion programs at an early point within the juvenile justice system, i.e., group home programs, etc.

Additional information made available in the attachment points out the types of offenses committed by the population being studied and ranks them as follows: First - robbery; second - theft; third - runaway and incorrigible offenses; and fourth - burglary. This type of data addresses itself to the possibility that multiple theft and runaway and incorrigible offenses lead to impact offenses.

I realize that the data provided by BREC to Community Group Homes, Inc. was gathered in the San Diego, California area; however, the data is of significance (i.e., 75% of high impact offenses were preceded by a contact for robbery, theft, runaway, incorrigible or burglary offenses, and approximately one-half of the contacts for high impact offenses were preceded by a contact for robbery or theft.) All of this is interesting and gives substantive evidence that comparable data for a cohort of Denver youth needs to be provided to BREC for similar analysis. This type of procedure and cooperation would afford Community Group Homes, Inc., the opportunity to present to the Denver Anti-Crime Council a proposal for a 25% variance in its population relative to theft, runaway and incorrigible offenses, and, secondly, would afford the Denver Anti-Crime Council's professional staff the opportunity to have comparable data reviewed by other professionals within the field to help develop a strong base for the entire anti-crime program.

Sincerely yours,



Bruce L. Bartlett  
Executive Director

# behavioral research and evaluation corporation

BASIC RESEARCH, PROGRAM EVALUATION AND CONSULTATION

delbert s. elliot, ph.d., director

tim brennan, ph.d., senior research associate

franklyn w. dunford, ph.d., senior research associate

November 16, 1973

Mr. Bruce Bartlett  
Community Group Homes, Inc.  
827 Sherman Street  
Denver, CO 80203

Dear Bruce:

In an effort to obtain some information on the characteristics of those persons with a high probability of arrest for a high impact offense (robbery, burglary, and assault) at some point during their adolescent years, I undertook an analysis of the data from my San Diego study to determine the transition probabilities to subsequent high impact offenses for all persons with one or more arrests. The objective of this analysis was to identify those types of offenders which have a high potential for subsequent re-arrest for a high impact offense.

The population studied included all youth entering the ninth grade in September, 1963, in the Sweetwater Union High School District located in the San Diego metropolitan area (N=2617). For these youth, a complete record search of all metropolitan area law enforcement agencies was completed shortly after they entered the ninth grade and again after they had completed the twelfth grade. Those subjects who moved or had dropped out of school were also followed, and had law-enforcement record searches completed in each area in which they resided during this period. Thus for these youth in the cohort, there was complete information on their involvements with the police and court for the period up to their eighteenth birthday.

Twenty-six percent (683) of those in this cohort had one or more police contacts during their adolescent years, 1.5 percent (40) had six or more police contacts and .75 percent (20) had nine or more police contacts. In Figure 1, transition rates from no contacts to one contact to two contacts, etc. are presented for this cohort.



November 16, 1973

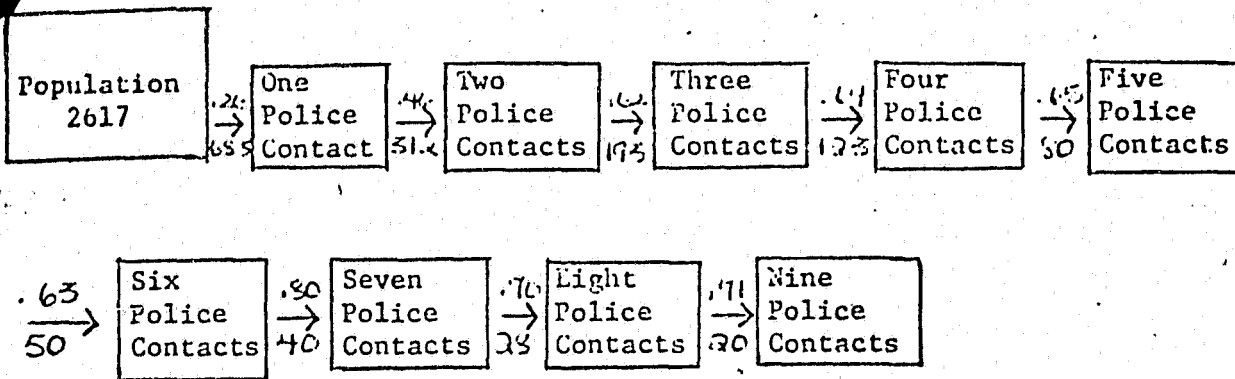


Figure 1

The probabilities in Figure 1 indicate the likelihood of another police contact, given a specific number of prior police contacts, e.g. 46 percent of those with one police contact had a second police contact and 62 percent of those with two police contacts had a third police contact. It is apparent that as the number of prior police contacts increases, the likelihood of recidivism (another contact) increases. The increase is rather dramatic and reaches its highest point in the transition probability of .80 for those with six prior police contacts. The rate drops slightly beyond that point, but the recidivism probability remains very high (70 percent). In this cohort, less than one percent of the youth account for 12 percent of the total number of police contacts (N=1529).

The probabilities in Figure 1 refer to the likelihood of a police contact for any juvenile offense. The probability of one or more high impact offenses (robbery, burglary, or assault) in this cohort is .03; with one prior contact (of any kind) it is .07; with two prior contacts it is .11; and beyond that point the probabilities vary between .10 and .15. After two prior contacts, the likelihood of a contact for a high impact offense remains relatively constant at about .12. In general then, the probability of a contact for a high impact offense is rather low, regardless of the number of prior police contacts. While a majority of those with three or more police contacts will have one or more additional contacts, only about 12 percent will have a subsequent contact for a high impact offense.

If we assume that there may be some pattern to delinquent activity, or that there is some type of career development occurring which is related to specific types of crimes, the likelihood of a high impact offense may be related to specific types of prior offenses, rather than to a simple frequency of offenses. This suggests that the probability of a high impact offense may vary considerably by the type or pattern of earlier delinquent acts. Table I presents offense specific transition probabilities, based upon the type of offense in the immediately preceding police contact.

Table I  
Probability of a Contact for a  
High Impact Offense, Based Upon the Type of Offense  
in the Preceding Police Contact

Offenses	From First Contact	Second	Third	Fourth	Fifth	Sixth	Seventh	Eighth	Xw
Robbery	1.00	1.00	.00	1.00	.00	.00	.00	.00	.36
Burglary	.16	.03	.05	.10	.28	.10	.50	.00	.11
Assault	.00	.11	.00	.00	.00	.00	.00	.00	.02
Theft (exc. Auto)	.06	.20	.13	.28	.31	.50	.00	.60	.14
Disorderly Conduct	.07	.07	.00	.08	.33	.00	.50	.00	.07
Runaway and Incorrigible	.17	.10	.09	.12	.17	.05	.12	.00	.12
Truancy	.11	.33	.00	.00	.00	.00	.00	.00	.05
Other	.08	.08	--	--	1.00	--	--	--	--

The final column in Table I (Xw) presents the weighted mean probability across all eight police contacts. Thus the average probability of a high impact offense from a prior contact for robbery is .36. Given these data, the person most likely to have a subsequent contact for a high impact offense is one who has a prior contact for robbery. The person next most likely to have a subsequent contact for a high impact offense is a person with a prior theft, followed closely by persons with a prior runaway or incorrigible contact or a burglary contact.

It is interesting to note that the mean transition probability to a high impact contact from a high impact offense (summing all three) is only .10. One would make a better prediction from a prior robbery, theft, runaway or incorrigible or burglary. This is due to the very low probability of a contact for a high impact offense from a prior assault (.02). The mean offense specific probabilities from robbery, theft, runaway or incorrigible, and burglary are all higher than the mean general offense probability. It appears that

Mr. Bruce Bartlett

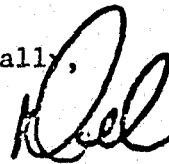
-4-

November 16, 1973

approximately half of the contacts for high impact offenses were preceded by a contact for robbery or theft. In like fashion, approximately 75 percent of high impact offenses were preceded by a contact for robbery, theft, runaway, incorrigible, or burglary.

It would be interesting to have comparable data for a cohort of Denver Youth. Unfortunately there is no way of calculating the risk of error in generalizing the above findings to the situation in Denver. However, in the absence of specific data for Denver, this may give you some basis for estimating the likelihood of a high impact offense from specific prior offense types.

Cordially,



Delbert S. Elliott  
Director

APPENDIX V

UNITED STATES DEPARTMENT OF JUSTICE

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

6519 Federal Building, Denver, Colorado 80202



DENVER REGION

SPECIAL CONDITIONS

Grantee (Name of SPA): Colorado Division of Criminal Justice

Grant Number: 72-ED-08-0010

In addition to the General Conditions and Conditions Applicable to Fiscal Administration to which this grant is subject, it is also conditioned upon and subject to compliance with the following special condition(s):

1. Grantee agrees to insure adherence by subgrantee to (i) such reporting requirements as may be established by LEAA, including the requirement for quarterly financial and other progress reports prescribed for discretionary grant projects; (ii) financial administration requirements for discretionary grants as set forth in Appendix I of the FY '72 LEAA Guide for Discretionary Grant Programs; and (iii) general specifications and, where applicable, any special requirements established by the Guide for Discretionary Grant Programs for the particular discretionary grant program under which this award has been made.
2. The standard conditions for discretionary grants (attached) shall apply to this grant.
3. Subgrantee agrees to procure consultant services in a manner so as to provide maximum and free competition in accordance with the LEAA Financial Guide. Sole source procurements requires justification to and approval of LEAA. Prior to the expenditure of funds budgeted for consultation, an adequate narrative budget justification must be submitted to and approved by LEAA.
4. Approval of submitted budget and its cost estimate shall not relieve subgrantee from seeking to secure maximum savings on equipment through competitive bidding or other negotiations in accordance with applicable State and local law, regulations, and rules and have purchases well supported by invoices.
5. Prior to expenditure of funds allocated for operating expenses, subgrantee agrees to submit additional narrative justification and breakdown of costs in this category.



Community  
Group  
Homes, Inc.

827 Sherman Street • Denver, Colorado 80203

Bruce L. Bartlett, Executive Director

MEMORANDUM

TO: United States Department of Justice  
Law Enforcement Assistance Administration - Region VIII

FROM: Community Group Homes, Inc.  
Youth Recidivist Reduction Program  
Grant Number 72-ED-080010

RE: SPECIAL CONDITIONS

DATE: March 28, 1973

1. Community Group Homes, Inc., the sub-grantee, agrees to adhere to the reporting requirements established by LEAA, including the requirement for quarterly financial and other progress reports prescribed for discretionary grant projects; financial administration requirements for discretionary grants as set forth in Appendix I of the FY'72 LEAA Guide for Discretionary Grant Programs; and general specifications and, where applicable, any special requirements established by the Guide for Discretionary Grant Programs for the particular discretionary grant program under which this award has been made.
2. Community Group Homes, Inc., the sub-grantee, agrees to adhere to the standard conditions for discretionary grants as they apply to the Youth Recidivist Reduction Program, Grant Number 72-ED-080010.
3. Community Group Homes, Inc., the sub-grantee, request approval by LEAA Region VIII for the sole source procurement of both mental health services and project evaluation services. For a narrative justification refer to Attachment 1-A. Community Group, Inc., the sub-grantee, agrees not to expend any funds budgeted for these services until approval has been received from LEAA, Region VIII.

4. Community Group Homes, Inc., the sub-grantee, agrees to seek maximum savings on equipment through competitive bids (three competitive bids per item purchased), or utilize negotiation procedures which are in accordance with State and local laws, regulations, and rules, and also agrees that all purchases will be supported by valid invoices.

5. Community Group Homes, Inc., the sub-grantee, agrees to submit additional narrative justification and a breakdown of costs of the operating expenses category, prior to expenditure of funds from this category. (Refer to Attachment 1-B for a narrative justification and a breakdown of costs of the operating expenses of the Youth Recidivist Reduction Program, Grant Number 72-ED-080010).

## Attachement 1-2

REQUEST FOR APPROVAL FROM LEAA, REGION VIII, FOR THE SOLE SOURCE PROCUREMENT OF MENTAL HEALTH CONSULTATION SERVICES FROM MALCOLM X CENTER FOR MENTAL HEALTH, DENVER, COLORADO, AND RESEARCH CONSULTATION SERVICES FROM BEHAVIORAL RESEARCH AND EVALUATION CORPORATION, BOULDER, COLORADO.

MALCOLM X CENTER FOR MENTAL HEALTH

The Malcolm X Center for Mental Health in Northeast Denver has been designated by the Colorado State Mental Health Plan (Department of Institutions, Division of Mental Health) to be the primary provider of mental health services for the northeast quadrant of the City of Denver. Malcolm X Center also provides mental health services, collaboratively, with the Denver Health and Hospital's Community Mental Health Program and Fort Logan's Community Mental Health Program within the City of Denver.

The Malcolm X Center has developed and currently utilizes a socio-economic and cultural methodology in addition to the traditional medical model approach used by mental health centers in the past. This particular methodology allows for a broader range of services to be offered to primarily, individuals residing in the northeast Denver area and secondarily, the City of Denver.

The Youth Recidivist Reduction Program will require diagnostic and evaluation services beyond what the Juvenile Court of Denver and other city-wide diagnostic and evaluation agencies can currently offer. For this reason Malcolm X Center has in the past provided a broad range of services to the existing group home programs under the auspices of Community Group Homes, Inc., and for this reason has been selected as the single source most qualified to enter into a contractual arrangement with the Youth Recidivist Reduction Program.



Additional justifications for selecting Malcolm X Center as the single source mental health provider are as follows:

The Malcolm X Center, as of January 1973, received approval and commendation from the Health Services and Mental Health Administration of Region VIII, to become designated as a comprehensive Mental Health Center for the east and northeast sections of the City of Denver. Secondly, the Malcolm X Center has developed ancillary programs which entail: a youth soft drug program; a narcotic addiction treatment program for heroine addicts and adult drug abusers; a primal therapy treatment program; an alcohol abuse treatment and safety program; and other similar supportive services. These types of ancillary services offer the Youth Recidivist Reduction Program an eclectic service delivery system for the juveniles in residence and their families to rely upon.

In conclusion, the Malcolm X Center has agreed with Community Group Homes, Inc., /Youth Recidivist Reduction Program to deliver the previously described services (also refer to Pages 5-C and 5-D of Grant Application Number 72-ED 080010) to the two semi-closed homes and will not require that those clients in residence attend their center or store-front facilities. For this reason, and the reasons described previously, the Youth Recidivist Reduction Program requests approval from LEAA, Region VIII, that Malcolm X Center be designated as the sole source provider for mental health consultation services relative to the Youth Recidivist Reduction Program.

BEHAVIORAL RESEARCH AND EVALUATION CORPORATION

The Behavioral Research and Evaluation Corporation of Boulder, Colorado, was formed expressly for the purpose of evaluating delinquency control and prevention programs and for performing basic research in the the areas of causal relationships relative to these types of programs.

To date, the Behavioral Research and Evaluation Corporation has conducted independent evaluations, under the auspices of HEW, of youth services systems in five cities throughout the United States (refer to Page 2-EE of Grant Application Number 72-ED 080010). They have also independently evaluated a youth service system and crisis residential care facility in Lincoln, Nebraska. Currently, they are involved in evaluating a youth services project in Roseville, Minnesota, designed to foster delinquency prevention. In addition, Behavioral Research and Evaluation Corporation is also conducting a state-wide survey on alcohol and drug abuse problems for the Colorado State Department of Health, Alcohol and Drug Abuse Division.

The Youth Recidivist Reduction Program is requesting approval of the Behavioral Research and Evaluation Corporation as the sole source provider for evaluation consultant services because they are an established firm, formed to evaluate similar programs such as the Youth Recidivist Reduction Program, and have gained broad experience, nationally, in the evaluation field. The Behavioral Research and Evaluation Corporation is a highly professional organization and employs staff personnel who have completed or are in the process of completing graduate studies in Sociology.

For these reasons, as previously described, Community Group Homes, Inc.,/Youth Recidivist Reduction Program requests that LEAA, Region VIII, approve the Behavioral Research and Evaluation Corporation as the sole source provider of evaluation consultant services for the Youth Recidivist Reduction Program.

Attachment 1-B

ADDITIONAL NARRATIVE JUSTIFICATION AND BREAKDOWN OF COSTS FOR THE OPERATING BUDGET OF THE YOUTH RECIDIVIST REDUCTION PROGRAM.

RENT

The two semi-closed group homes proposed within Grant Application Number 72 - ED 080010 will require general living, recreational, as well as supportive services space for 16 juveniles and from four to eight staff personnel at any one time. One group home has been located in East Denver which will require \$1,500 per month to lease. This house is large enough to include storage and additional recreational space for both programs. The second home will require \$900 per month lease payments and will sufficiently provide residential and general living space for those clients and staff in residence. Both of these homes are located in R-3 zoning areas and are from two to three stories in size which makes them functionally acceptable for the proposed co-educational programs.

UTILITIES

The larger of the two group homes will require a monthly budget of \$50 for water; \$80 for gas and electricity; and \$30 for the establishment and maintenance of a business telephone. The smaller group home will require less monthly allowances due to the size of the facility. The monthly budget for water should not exceed \$40; gas and electricity \$60; and telephone \$30. All of the utility budgets are based on the size of the facility, number in residence, and prior experiences that Community Group Homes, Inc., has encountered with their current group home programs.

FOOD

Each resident will require \$33 per month in grocery allowances. Even though the cost of food has risen - this is possible when groceries are purchased in large quantities. The \$33 per month/per resident cost is currently utilized in the existing group home programs operated by Community Group Homes, Inc., and has proved to be a sufficient amount.

HOUSEHOLD BUDGETS

Each juvenile referred to the Youth Recidivist Reduction Program will be provided with a weekly allowance not to exceed \$2.00 per week, recreational opportunities (i.e., movies, sports and cultural events), adequate clothing and other miscellaneous support. A monthly allotment of \$25.00 per month for each client in residence will be provided. This budgetary figure is based on the current cost of living and prior experiences of other group home programs operated by Community Group Homes, Inc.

INSURANCE

Both liability and casualty insurance will be procured for both semi-closed group homes in order to protect those clients in residence, the staff personnel, the Youth Recidivist Reduction Program, and the owners of the facilities, in case there are accidents or litigation resulting from general liability. The approximate cost of such policies is \$1,200 per year for both facilities.

OFFICE SUPPLIES

Mimeograph supplies, paper and miscellaneous office supplies are all necessities for the Youth Recidivist Reduction Program, in order to document client evaluations, program evaluations and other similar situations for both programs. The office supplies will be used by the Administrative personnel described in the Youth Recidivist Reduction Program who are responsible for reporting functions.

## RENOVATION FUNDS

Both facilities must be licensed as residential care facilities. This means that each group home must meet city and state standards of the Building, Fire and Sanitation Departments, and the standards of the State Department of Social Services. Community Group Homes, Inc., has in the past expended from \$4,000 to \$6,000 per home to renovate and bring up to code their current facilities. The Youth Recidivist Reduction Program will need to not only renovate and bring up to specifications the proposed group homes, but will also need to develop additional security features for each program.

## CONSTRUCTION ESTIMATES OF COSTS

\$1,500 each home to bring electrical wiring up to code (total \$3,000).

\$1,000 each home to replace doors and bring them up to code  
(total \$2,000).

\$1,000 each home to repair existing and install additional plumbing fixtures (total \$2,000).

\$2,000 per home to install fire-proof wallboards in certain areas of both homes and to increase the security and provide fire extinguishers, bring kitchens up to code, and in general improve the appearance of the facilities (total \$4,000).

\$500 per home to install electric EXIT signs over the appropriate doorways (total \$1,000).

## ACCOUNTING AND AUDITING

The City and County of Denver, Office of the Auditor, has requested \$200 per month to pay for their accounting services in regard to these programs.

The City and County of Denver also requires two audits at six month intervals for a fee of not less than \$760 per audit. Services are to be obtained from an independent CPA firm in the City of Denver.

April 26, 1973

Mr. Richard Phillips  
Denver Anti-Crime Council  
1313 Tremont  
Denver, Colorado 80204

Dear Mr. Phillips:

I am writing in reference to the memorandum issued by my office regarding "Special Conditions" of grant number 72-ED-080010 (72-IC-0010-(1)-10) entitled the Youth Recidivist Reduction Program.

Pursuant to the conditions delineated in Attachment 1-B (Additional Narrative Justification and Breakdown of Costs for the Operating Budgets of the Youth Recidivist Reduction Program), specifically the Household Budgets situation the following changes are in effect:

Each of the two semi-closed group homes will require a \$400./per month household budget on a petty cash basis in order to adequately provide for clothing; minor out-patient medical expenses; sheets, towels, and blankets; curtains; minor maintenance expenses; and other related expense situations for the clients in residence.

Continued ...

This particular budgetary allocation will not be spent on allowances and recreational events or other related items and/or functions. The budgetary figure of \$400. per home/per month is based on current cost of living standards and previous experience of other group home programs under the auspices of Community Group Homes, Inc.

Yours truly,

Bruce L. Bartlett  
Executive Director

BLC:ceb

APPENDIX VI





# Memorandum

TO: Denver Juvenile Court,  
Division of Youth Services, and  
Department of Social Services

DATE: June 27, 1973

FROM: Bruce L. Bartlett, Executive Director  
Community Group Homes, Inc.

SUBJECT: Admissions Procedures of the Evans, Joos, Funk,  
Hunter and Hively Group Home (Residential Care)  
Programs

All group home placement requests for any of the five group home programs named will be handled through the Community Group Homes/Central Admissions Committee.

## COMMITTEE COMPOSITION AND MEETING DATES:

The Committee is composed of representatives from Denver Juvenile Court (2); Malcolm X Center for Mental Health (2); Division of Youth Services (1); Northeast Denver Youth Services Bureau (1); Community Group Homes (3); and the referring agency (1).

The Committee meets every Tuesday and Thursday at 10:30 a.m. at the Community Group Homes Administrative Office, 827 Sherman Street, Denver, Colorado 80203.

The Central Admissions Committee request that all referring agencies follow these procedures:

1. Contact Mr. Leo Kennedy, Committee Chairman, at 827 Sherman Street, Denver, Colorado 80203, or at 534-2310, to be scheduled for an appearance before the Committee.
2. Mr. Kennedy will arrange for diagnostic and evaluation services for all referrals to the Committee at the Malcolm X Center for Mental Health. In order for the Malcolm X Center to adequately evaluate clients referred by Community Group Homes, the client under consideration must be referred to Malcolm X Center on the Monday prior to a Thursday Admissions

Committee Meeting and on the Thursday prior to a Tuesday Admissions Committee Meeting.

3. Materials which must accompany all applications for admission include: General Information Sheet, Medical Examination Form, Social History, Psychological Evaluation (if available), Offense and Arrest Record, Progress Reports, Correctional History, and other pertinent data from the referring agency. (General Information Sheets and Medical Examination Forms are available at the Administrative Office of Community Group Homes, Inc., and must be completed at the time of admission.)
4. It is the prerogative of the referring agency to suggest a specific group home (residential care) program, and it is the prerogative of the Central Admissions Committee to consider that request and make a final decision.

NOTE: The Central Admissions Committee recognizes the fact that there are emergency placements from time to time and have agreed to allow the Chairman of the Admissions Committee to proceed in placing emergency referrals and to report on client information to the Central Admissions Committee within seven (7) working days.

Enclosure: Admissions Committee Responsibilities

BLB:eeb



Community  
Group  
Homes, Inc.

827 Sherman Street • Denver, Colorado 80203

Bruce L. Bartlett, Executive Director

MEMORANDUM

TO: Admissions Committee

FROM: Bruce L. Bartlett, Executive Director

SUBJECT: Admissions Committee Responsibilities

DATE: June 12, 1973

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The Admissions Committee is extended the following responsibilities:

A. The Chairman (Leo Kennedy) is to initially receive all referrals to the group home programs (William Funk Group Home, Harriot Hunter Group Home, R.A. Hively Group Home, John Robert Evans Group Home, and the Kenneth P. Joos Group Home) ...

B. The Chairman is to arrange for diagnostic and evaluation services for all referrals to the Committee at the Malcolm X Center for Mental Health ...

C. The Chairman is also responsible for summarizing the arrest and/or contact records of those juveniles under consideration by the Admissions Committee, and for preparation of a packet of information regarding the referred client's correctional history, diagnostic and evaluation findings, medical record, and other pertinent data, and for the distribution of that packet of information to each Committee Member prior to a regular scheduled Admissions Meeting ...

D. The Admissions Committee Members are responsible for reviewing all information packets prior to a regular scheduled Admissions Meeting.

E. Each Committee Member is given one vote and the opportunity to review the client's background and needs relative to the Youth Recidivist Reduction Program and the group home programs in general. (NOTE: The Committee Chairman is entitled to vote only when there is a tie vote.)

F. The Committee is responsible for either recommending that the individuals under consideration are placed in a specific group home program, returned home under the supervision of the Malcolm X Center for Mental Health, or referred to another program area which would better serve their needs.

G. Committee Members will be given complete group home program descriptions delineating in detail program services, types of offenders which can be accepted, and other pertinent information, in order to assist them in performing adequate reviews and making realistic determinations.

ADMISSIONS COMMITTEE

Malcolm X Center for Mental Health  
355-1634

Jim Onyike 355-1634  
Mike Grays 355-1634

Field Probation Services  
297-5722

Eloy Mares, Contact

In-take Probation Services  
297-2269

Frank Kogosek

Division of Youth Services  
986-2277

Ken Joos

Northeast Youth Services Bureau  
388-1591

Kathy Meland

Community Group Homes, Inc.  
534-2310

Leo Kennedy 534-2310  
Bob Hively 322-5355  
Jerry Phelan 758-2087

Referring Agency

Varies

BLB:eeb

APPENDIX VII

INDEX OF FORMS

Intake Checklist

Notice of Placement or Termination

Client Evaluation

Counseling Contact Sheet

General Information

Mental-Dental Information and Release

Major Incident Report

Quarterly Program Evaluation

Inventory

Donations

Staff Evaluation

Consent Agreement

Intake Checklist

Program: \_\_\_\_\_ Date: \_\_\_\_\_

Client: \_\_\_\_\_

Referral Agency: \_\_\_\_\_

General Information

Medical-Dental Information and Release

Legal Custody Agent or Parent/Guardian Consent

Client Legal Consent Agreement

Social History

Psychological Evaluation

Termination Report - Previous Placement

Notice of Termination or Placement (or CHINS Notice)

Preliminary Disposition Plan

NOTICE OF PLACEMENT  
or  
TERMINATION



Program: \_\_\_\_\_ Effective Date: \_\_\_\_\_

Client: \_\_\_\_\_ Date: \_\_\_\_\_

REASON:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

BY: \_\_\_\_\_

AGENCY: \_\_\_\_\_

NOTICE OF PLACEMENT  
or  
TERMINATION



Program: \_\_\_\_\_ Effective Date: \_\_\_\_\_

Client: \_\_\_\_\_ Date: \_\_\_\_\_

REASON:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

BY: \_\_\_\_\_

AGENCY: \_\_\_\_\_





Community  
Group  
Homes, Inc.

827 Sherman Street • Denver, Colorado 80203  
Telephone 534-2310

Date \_\_\_\_\_

CLIENT EVALUATION

PROGRAM: \_\_\_\_\_

CLIENT: \_\_\_\_\_

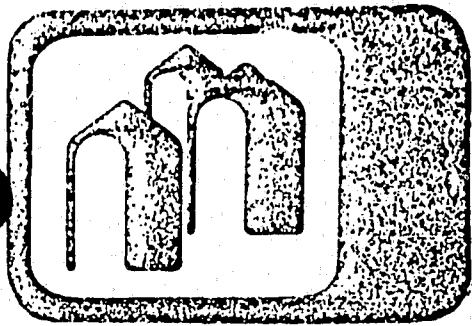
SOURCE OF REFERRAL: \_\_\_\_\_

PROBATION AND/OR PAROLE OFFICER \_\_\_\_\_

LENGTH OF STAY TO DATE: \_\_\_\_\_ EVALUATOR \_\_\_\_\_

ANTICIPATED DISPOSITION: \_\_\_\_\_

\_\_\_\_\_



COUNSELING CONTACT SHEET

Name: \_\_\_\_\_ Program: \_\_\_\_\_

DOB: \_\_\_\_\_ Date Entered: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_



Cotnam Group Homes, Inc.

827 Sherman Street • Denver, Colorado 80203

GENERAL INFORMATION

Program: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_ Number: \_\_\_\_\_

                    Last                    First                    Middle

Telephone: \_\_\_\_\_ Social Security: \_\_\_\_\_

Referring Agency: \_\_\_\_\_

Birthdate: \_\_\_\_\_ Birthplace: \_\_\_\_\_

Last School Grade Completed: \_\_\_\_\_

Legal Status: \_\_\_\_\_

Reason for Placement: \_\_\_\_\_

\_\_\_\_\_

Per Diem Cost BY: \_\_\_\_\_

Others Working w/ Client: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Family Information:

Father (or Legal Guardian:) \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Birthdate: \_\_\_\_\_

Birthplace: \_\_\_\_\_ Social Security: \_\_\_\_\_

Marital Status: \_\_\_\_\_ Date Married: \_\_\_\_\_

Date Separated: \_\_\_\_\_ Health: \_\_\_\_\_

Employment: \_\_\_\_\_

(Address)

Mother (or Legal Guardian:) \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Birthdate: \_\_\_\_\_

Birthplace: \_\_\_\_\_ Social Security: \_\_\_\_\_

Marital Status: \_\_\_\_\_ Date Married: \_\_\_\_\_

Date Separated: \_\_\_\_\_ Health: \_\_\_\_\_

Employment: \_\_\_\_\_

(Address)

Physical Description:

DOB: \_\_\_\_\_ Hair: \_\_\_\_\_ Sex: \_\_\_\_\_

Ethnic Background: \_\_\_\_\_ Weight: \_\_\_\_\_

Height: \_\_\_\_\_ Color Eyes: \_\_\_\_\_ Other: \_\_\_\_\_

Psychological Available:    \_\_\_ YES    \_\_\_ NO    \_\_\_ NEEDED

Physical Available:        \_\_\_ YES    \_\_\_ NO    \_\_\_ NEEDED



# Community Group Homes, Inc.

827 Sherman Street

Denver, Colorado 80203

## MEDICAL-DENTAL INFORMATION and RELEASE

I, \_\_\_\_\_, hereby give permission to you to give Community Group Homes, Inc. and their medical consultants complete information about my child's physical and mental condition.

Date: \_\_\_\_\_ Client: \_\_\_\_\_

Parent or Guardian: \_\_\_\_\_

-----  
PROBLEMS OR DIFFICULTIES IN EMOTIONAL OR PHYSICAL DEVELOPMENT,  
OR ADJUSTMENT PROBLEMS WITH FAMILY OR PEERS: \_\_\_\_\_

RESULTS OF CURRENT EXAMINATION, INCLUDING ESTIMATE OF CHILD'S  
GENERAL GROWTH AND DEVELOPMENT: \_\_\_\_\_

BLOOD PRESSURE: \_\_\_\_\_

SUGAR: (Urinalysis) \_\_\_\_\_

ALBUMIN: (Urinalysis) \_\_\_\_\_

CHEST X-RAY: (When indicated) \_\_\_\_\_

DATE: \_\_\_\_\_ RESULT: \_\_\_\_\_

BLOOD: VDRL: DATE: \_\_\_\_\_ RESULT: \_\_\_\_\_

HCT: \_\_\_\_\_ HB: \_\_\_\_\_

\_\_\_\_\_  
(Examining Physician)

\_\_\_\_\_  
(Date of Report)

\_\_\_\_\_  
(Address)

-----  
RESULTS OF CURRENT EXAMINATION, INCLUDING ESTIMATE OF CHILD'S  
DENTAL DEVELOPMENT, AND RECOMMENDED TREATMENT, IF ANY: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Examining Dentist)

\_\_\_\_\_  
(Date of Report)

\_\_\_\_\_  
(Address)

MAJOR INCIDENT REPORT

Program \_\_\_\_\_ Date \_\_\_\_\_

Time \_\_\_\_\_ Staff on Duty \_\_\_\_\_

Incident \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Counteraction \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Subsequent Results \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

By \_\_\_\_\_

Date \_\_\_\_\_

Approved \_\_\_\_\_

Project Director



Community  
Group  
Homes, Inc.

Sherman Street • Denver, Colorado 80203  
Telephone 534-2310

Quarterly Program Evaluation

---

Program: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluation: \_\_\_\_\_





# Community Group Homes, Inc.

827 Sherman Street • Denver, Colorado 80203  
Telephone 534-2310

## INVENTORY

Program: \_\_\_\_\_

Date: \_\_\_\_\_ By: \_\_\_\_\_

Code #	Item Description
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
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11.	
12.	
13.	
14.	
15.	
16.	
17.	
18.	
19.	
20.	



**Community  
Group  
Homes, Inc.**

27 Sherman Street • Denver, Colorado 80203  
Telephone 534-2310

DONATIONS

Program: \_\_\_\_\_

Name: \_\_\_\_\_ Donation: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Name: \_\_\_\_\_ Donation: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Name: \_\_\_\_\_ Donation: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_



Community  
Group  
Homes, Inc.

827 Sherman Street • Denver, Colorado 80203  
Telephone 534-2310

STAFF EVALUATION

Name: \_\_\_\_\_

Program: \_\_\_\_\_

Date: \_\_\_\_\_

Evaluator: \_\_\_\_\_

CONSENT AGREEMENT

Program: \_\_\_\_\_

Date: \_\_\_\_\_

I (we), the Legal Custody Agency and/or Guardian of \_\_\_\_\_, do hereby request Community Group Homes, Inc. to receive for care said client, and agree if said Community Group Homes, Inc. accepts said client for care that:

- a. Said client shall remain in the care of Community Group Homes, Inc. for an indefinite period of time.
- b. Community Group Homes, Inc., its employees and agents shall have the authority to consent to medical and dental treatment for said client, and any such consent given by Community Group Homes, Inc., its employees, or agents shall have the same force and effect as consent given by us.
- c. No employees, agent, or officer of Community Group Homes, Inc. shall be liable for personal injury suffered by said client during said period.

\_\_\_\_\_  
Legal Custody Agency and/  
or Guardian

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Program Director

APPENDIX VIII



Community  
Group  
Homes, Inc.

827 Sherman Street • Denver, Colorado 80203

Bruce L. Bartlett, Executive Director

JOHN ROBERT EVANS GROUP HOME

PROGRAM DESCRIPTION

## John Robert Evans Group Home

### I. Introduction

The John Robert Evans Group Home is a residential treatment program for adjudicated juveniles between the ages of ten and eighteen. It is one of five group homes administered by Community Group Homes, Inc. within the Denver metropolitan area. The parent organization, a private, non-profit Colorado corporation, was established July 16, 1971. The John Robert Evans Group Home began effective operation June 1973, under the terms of a Law Enforcement Administration grant encumbered by Community Group Homes, Inc. on April 1, 1973. This grant, entitled "Youth Recidivist Reduction Program," provides for the operation of the Kenneth P. Joos Group Home (an open setting group home), diagnostic, evaluation, and treatment services to be delivered by Malcolm X Center for Mental Health, as well as for the John Robert Evans Group Home.

### II. Intake Diagnostic and Evaluation Services

Malcolm X Center for Mental Health, operating in a consortium with Community Group Homes, Inc., provides intake diagnostic and evaluation services, as well as on-going treatment services.

### III. Admissions

Subsequent to diagnosis and evaluation by Malcolm X Center for Mental Health, prospective clients are screened for admission by Community Group Homes, Inc., Admissions Committee. This committee is composed of various representatives of public and private agencies throughout the Denver Metropolitan area.

### IV. Placement

A representative of the referral agency must contact the Resident Director of the program at least twenty-four hours in advance, so that appropriate arrangements may be made for receiving the client (except in the case of emergency placements)

A representative of the referral agency must be present at the initial interview.

During the initial interview, the rules, structure, and philosophy of the program are explained to the client. The appropriate intake forms must be completed, and the client is assigned a room, linen, and toilet articles. Another

client is assigned to generally introduce the newcomer to the program during his initial day.

V. Program Structure

The program functions according to a tri-level behavior modification system on a day-to-day basis. All new clients enter the program on the first level of the system. The levels are designated Team I, II, and III. A client may progress from level to level in thirty day increments, provided sufficient points are earned.

The rules and privileges guiding the clients on Team I are delineated below:

Rules

- A. The client must fulfill the program rules, and individual, special treatment, and school contracts, where applicable.
- B. The client must be in his room by 9:30 p.m. He must be in bed and lights out by 10:00 p.m.
- C. The client must be in his room by 10:30 p.m. on week-ends. He must be in bed and lights out by 11:00 p.m.
- D. No television, radio, or stereo privileges after room time.
- E. The client will leave the program premises at no time, except when accompanied by a staff member, or to go to school or work, if applicable.
- F. The client will accept no outside visitors, except by special arrangement with program staff.

Absolutely no visitors will be allowed the client during the initial first two weeks of stay.

Privileges

- A. Two telephone calls per week, not to exceed five minutes, may be made to family, or to appropriate agency personnel.
- B. Two telephone calls per week, not to exceed five minutes, may be received from family or appropriate agency personnel.



- C. Group television, radio, and stereo privileges, provided no program rules were violated the previous day, and chores are completed satisfactorily.
- D. Organized group recreational and entertainment activities, provided within the program and in the community.
- E. One package of cigarettes per day will be provided clients who satisfactorily maintain their area of chore responsibility throughout the day.
- F. An evening snack will be provided at 9:00 p.m., after satisfactory completion of chores.

The rules and privileges guiding clients on Team II are delineated below:

#### Rules

- A. The client must fulfill the program rules, and individual, special treatment, and school contracts, where applicable.
- B. The client must be in his room by 10:00 p.m. He must be in beds and lights out by 10:30 p.m.
- C. The client must be in his room by 11:00 p.m. on weekends. He must be in bed and lights out by 11:30 p.m.
- D. No television, radio, or stereo privileges after room time.
- E. The client will accept no outside visitors, except by special arrangement with program staff. (CF. number 8, below).

#### Privileges

- A. Three telephone calls per week, not to exceed ten minutes, may be made to family or friends.
- B. Three telephone calls per week, not to exceed ten minutes, may be accepted from family or friends.
- C. Organized group recreational and entertainment activities, planned within the program and in the community.

- D. Group television, radio, and stereo privileges, provided no program rules were violated the previous day, and chores are completed satisfactorily.
- E. One package of cigarettes per day will be provided clients who satisfactorily maintain their are of chore responsibility throughout the day.
- F. The client may spend a certain amount of free time, to be negotiated with staff members, at activities within the community. This time must be approved during a previous group session, and must be spent in the company of a Team III client.
- G. The client may visit family, relatives, or approved friends, for one day during any weekend between the hours of 9:00 a.m. and 9:00 p.m. He must have accumulated sufficient points the previous week to maintain a monthly average qualifying him for Team II.

Such visits will be made under contract only, and must be planned in advance with staff, and approved during a previous group meeting.

The client must contact program staff by telephone every three hours during his absence.

The rules and privileges guiding clients on Team III are delineated below:

Rules

- A. The client must fulfill the program rules, and individual, special treatment, and school contracts, where applicable.
- B. The client must be in his room by 11:00 p.m. He must be in bed and lights out by 11:30 p.m.
- C. The client must be in his room by 12:30 p.m. on weekends. He must be in bed and lights out by 1:00 a.m.
- D. The client will accept no outside visitors, except by special arrangement with program staff. (CF. number F, below.)

Privileges

- A. Unlimited telephone calls per week, not to exceed

ten minutes, may be made to family and friends.

- B. Unlimited telephone calls per week, not to exceed ten minutes, may be received from family and friends.
- C. Organized group recreational and entertainment activities, planned within the program and in the community.
- D. Group television, radio, and stereo privileges, provided no program rules were violated the previous day, and chores were completed satisfactorily.
- E. One package of cigarettes per day will be provided clients who satisfactorily maintain their area of chore responsibility throughout the day.
- F. The client may undertake individual recreational and entertainment activities by arrangement with staff, and approval by the group during a previous session.
- G. The client may visit family, relatives, or approved friends during any forty-eight hour weekend period, provided he has accumulated sufficient points the previous week to maintain a Team III monthly average.

He must make telephone contact with program staff at 9:00 a.m. and 9:00 p.m. each day he is absent.

Such visits must be arranged in advance with program staff and approved during a previous group meeting.

- H. The client may keep a television, radio, or stereo in his room, which he may utilize until lights out.

Staff or group members may withdraw a privilege at any time, should they believe the client's behavior warrants such a withdrawal.

A client may be placed back on any team, if the staff and group members believe his behavior warrants such an action.

Points will be tabulated daily, weekly, and monthly. They will then be placed on a large, barometer-type display board located in the livingroom. This board will afford clients an easy recognition of their place within the group, and in relationship to team levels.

The accumulation of more than the required number of points

for any team level, but less than the amount required to enter another team, will afford the client special privileges, to be determined on an individual basis.

VI. Program Rules

- A. No assaultive behavior at any time. A violation of this rule may lead to the removal of the client from the program.
- B. No drugs, drug-related items, or alcoholic beverages are to be on the program premises at any time. A violation of this rule may lead to the removal of the client from the program.
- C. No playing with doors, or other apparatus of the alarm system. A violation of this rule may lead to the removal of the client from the program.
- D. No roughhousing. Roughhousing may be done in the basement, or outdoors only.
- E. No one may enter staff quarters without staff approval.
- F. No client may enter another client's quarters without approval.
- G. All visitors must leave the premises by 9:00 p.m., and must not arrive on the premises before 9:00 a.m.
- H. No use of another client's property without prior permission.
- I. No use of program property, except property in public areas, without prior staff approval.
- J. No damaging of program property. Such damage will be reconstituted in a manner considered satisfactory to program staff.
- K. No males on females floor.
- L. No females on the males floor.
- M. Clients must sign-out when leaving the program premises.
- N. Clients rooms will be searched daily on a random basis.
- O. Bed checks will be made nightly on a random basis.
- P. All visitors must be approved by program staff prior to

their arrival at the program.

- Q. Smoking is allowed in the basement only.
- R. Clients must arrive for meals at the appropriate time, or wait for the next regularly scheduled meal.
- S. Baths are required of all clients every other day.
- T. Clean clothes must be worn every other day, or more often, if necessary. Clean socks must be worn daily.
- U. No visitors will be received who are under the influence of alcohol, or other drugs.
- V. No telephone calls may be placed or received before 9:00 a.m. or after 9:00 p.m.
- W. Visitors are allowed in the basement and livingroom only, unless they are family or appropriate agency personnel.
- X. Clients must conduct themselves in an appropriate manner while attending activities within the community, or be restricted from such activities.

#### VII. Special Treatment

A special treatment plan will be devised for clients with exceptional behavioral difficulties. This plan will be determined on an individual basis.

#### VIII. Individual Contracts

Individual contracts will be developed for clients in pursuit of particular goals the clients wishes to achieve, and in response to particular problems the client is interested in correcting.

#### IX. Chores

The premises are divided into chore responsibility areas.

The client is responsible for the maintenance of his chore responsibility area at all times, although chores will regularly be done every evening after dinner.

Major cleanup is every Tuesday evening.

X. Group Counseling

Group counseling will be provided every weekday evening. All clients and staff must attend these sessions. The groups will be facilitated by Correctional Guidance Counselors, Malcolm X staff members, and resident staff members. These sessions will be for treatment purposes only, and will be consistent with the program plan, which stresses group activities, and the governing of peers by peers.

In addition to regularly scheduled groups, groups may be "called" at any time by any person in residence at the program, any time a major incident occurs, or special or unusually intense problems arise.

XI. Individual Counseling

Individual counseling is provided clients as required by Malcolm X staff, and by the Correctional Guidance Counselors. Services range from general counseling and guidance to psychotherapy.

XII. School Contracts

Clients attending school outside the program will, in conjunction with staff-teacher conferences, be utilized to determine, for client and staff alike, problem areas and means of improving progress in school. These contracts will be reviewed by the teacher, client and group home staff on a daily basis. The teacher will do so by commenting in writing on the contract, and signing it.

XIII. Other Mental Health Services

Highly specialized psychological therapy is available to all clients from the Malcolm X Center for Mental Health. Such therapy will be delivered on the basis of need, as determined by the Malcolm X Diagnostic Team.

Family therapy is available on a similar basis.

Out-patient psychological services are available on an on-going and follow-up basis as required.

Drug counseling is available to clients involved in soft and hard drug useage. Malcolm X also provides this service.

On-going diagnostic and evaluation services are available to the program from Malcolm X in a variety of individual and program specific areas.

XIV. Staff Meetings

Resident staff meetings will be held every morning at 9:30 a.m.

Program staff meetings will be held every Tuesday and Thursday morning at 10:00 a.m.

XV. Job Descriptions

A. Resident Director II

The Resident Director will administer the program rules and policies, manage the business affairs of the program in conjunction with Business Management and the Executive Director, will coordinate community services for the program, will coordinate and direct all program services, will provide staff guidance and support, and participate in a majority of the on-going program activities.

B. Mental Health Worker

The Mental Health Worker will function as a general program monitor and counselor, as well as provide relief to the Houseparents during specified intervals.

C. Houseparents

The Houseparents will provide direct supervision of clients during specified periods, coordinate residential services, as well as serve as program directors in the absence of the Residential Director. Houseparents will provide general counseling and function as group facilitators, under the supervision of the Correctional Guidance Counselors and the Malcolm X staff. They shall effect community service delivery as there is available time.

XVI. Staff Evaluation

Staff will be evaluated during staff meetings, and a report will be submitted by the Resident Director to the Administrative Office once each month during the first three months a staff member is employed.

Staff evaluations will be submitted every third month thereafter.

XVII. Shift Notes

Notes regarding client progress and events of the day will be made in a logbook prior to each staff member's completing a period of work, at least once a day.

XVIII. Educational Services

Certified teachers will be arranged to provide classroom instruction at the program to clients as it is required.

XIX. Special Privileges

Clients may earn special, extra privileges, if they accumulate points beyond those necessary to sustain any Team Level, but not enough points to enter a higher Team.

XX. Weekend Visits

Weekend visits are determined on the basis of Team level and group and staff approval. The place of visitation must be approved by the program staff.

Transportation for such visits must be arranged by the outside party.

Persons returning late from visits, or who do not report to the program as required, will be considered "on the run," if such belatedness exceeds one hour. Lesser amounts of time may mean cancellation of further visiting privileges, or loss of points.



XXI. Individual Recreation and Entertainment Privileges

Clients more than one hour late returning from individual community activities will be reported "on the run." Other penalties will apply for lesser periods of time.

XXII. Job Development/School

Clients must either be in a community school, be employed, or be involved in a individualized residential treatment program - including group and individual counseling, psychotherapy and the residential educational program.

XXIII. Family Conferences

A conference will be arranged with the client's parents or guardian within seven days of placement. If family counseling is indicated, this service will be enacted within fourteen days of placement on a basis convenient to the family. Family counseling will be undertaken by the Correctional Guidance Counselors, resident staff members, and Malcolm X Center for Mental Health.

XXIV. Resources Development

The Resident Director is responsible, in conjunction with program staff, for developing and coordinating medical services, specialized psychological services, specialized educational services, donations, maintenance services, volunteer services, recreation and entertainment.

Many of these services can be obtained free of charge, or for a nominal sum.

XXVI. Household Chores/Home Economics

Chores will be assigned on a rotating basis for a one week period. Chores will be retained by clients whose performance at them was inadequate the previous week. Each client will be responsible for a specific area of the house or a specific duty throughout the day, although chores will be scheduled to be done at specific times. Clients will be expected to monitor one another in this regard.

Many chores or duties involve important aspects of home economics, such as cooking, sewing, the purchase of food, etc., for which clients will receive appropriate instruction.

Chores must be accomplished before certain privileges are granted.

XXVII. Restrictions

A client may be restricted to his room for a period not to exceed two hours if he commits a major incident, or causes the group to be unable to function with him present.

XXVIII. Security

Security is provided the program through twenty-four hour, direct supervision, security screens, audio monitoring, and an audio and visual alarm system.

XXIX. Recreation and Entertainment: Residential

The John Robert Evans Group Home will provide recreation and entertainment on the premises of the following kind:

1. Television
2. Movies
3. Crafts
4. Lawn Games (badminton, etc.)
5. Stereo (centrally wired)
6. Parlor games (checkers, chess, etc.)
7. Dances and parties
8. Karate (tentative)
9. Boxing (tentative)
10. Wrestling (tentative)
11. Reading
12. Hobbies (model cars, stamps, etc.)
13. Other

XXX. House Meetings

Meetings to discuss household affairs will be scheduled each Monday evening.



Community  
Group  
Homes, Inc.

827 Sherman Street • Denver, Colorado 80203

Bruce L. Bartlett, Executive Director

KENNETH P. JOOS GROUP HOME

PROGRAM DESCRIPTION

KENNETH P. JOOS GROUP HOME DESCRIPTION

1. Evaluation and Diagnosis:

Malcolm X Center for Mental Health

2. Admissions

Central Admissions Committee - Community Group Homes, Inc.

3. Joos Program Placement

Staff will review pertinent records and correctional background information on client in staff meeting. Complete records will be kept on the premises for staff review. A preliminary dispositional plan, including the treatment plan, will be developed at the staff meeting.

The Joos Group Home program staff present at the time of arrival of the referral will explain to both the youth and either the Probation or Parole Officer or the Caseworker, house rules, philosophy and the behavior modification point system. The youth will be given a bed and introduced to other youth in residence.

4. Behavior Modification System

It is felt that day to day house rules and dispositional (treatment) plans will be best implemented through a behavior modification program. This will consist of three levels, each with different rules and privileges. Points will be counted daily for home and school behavior. These points will be totaled weekly to constitute Team advancement and weekly privileges. Daily point totals will be criteria for the following day's privileges. The Individual Contract will allow the youth in residence and the program staff to set more long range goals and privileges. This will be less structured and not on a point basis. However, to advance to the next Team level a youth must have fulfilled the Individual Contract.

Team I.

Consists of new youth and those who have not obtained required points for advancement. Length of stay on Team I is approximately four weeks. Average rating and no major incidents throughout that time period constitute basis for advancement to Team II.

Privileges:

1. Three phone calls per week out, unlimited received, two minute maximum.
2. Television privileges, if house chores are completed well.

3. Movies (with group or staff, also possibly with other CGH programs with staff approval).
4. Other entertainment (with group).
5. Anything positive the youth can earn through attitude, behavior and involvement with all others.

Some privileges can and will be taken away for inappropriate behavior relative to school, on home visits, in the community and in the group home.

Rules:

1. All youth will follow rules of the Home and fulfill contracts: Home, School and Individual.
2. All youth on Team I will be in bed at 9:30 (lights out) on week days, except when involved with meetings or away with the group.
3. All will be in bed at 10:30 p.m. on weekends except when with group.
4. No T.V. or radio privileges after bedtime.
5. There will be no weekends away at home. Parents or close friends may visit on Saturday or Sunday, with staff and group approval ahead of time.
6. No youth will be able to leave the house at any time without a staff person or Team III youth.

Team II.

Team II will be comprised of youth who have made the necessary points to move up to Team II. Youth will stay on Team II for 30 days. If there are no major incidents and enough points are acquired, then a youth may move up to Team III. If there is no progress, or below average progress, a youth will have a week's grace period to improve. If after a week he does not improve, he will move back to Team for the full month.

Privileges:

1. Four phone calls per week, unlimited received, five minute limit on both received and called out.
2. Television privileges (if chores have been done).
3. Movies and other entertainment with adult, group or other CGH Programs with staff approval.
4. Weekend Visits (See Weekend Visits).
5. Anything positive the youth can earn through attitude, behavior and involvement with all the other youth.

Some privileges can and will be taken away for negative inappropriate behavior relative to attitude in school, on home visits, in the community and home.

Rules:

1. All youth will follow rules of the Home and fulfill contracts: Home, School and Individual.

2. All youth on Team II will be in bed at 10:00 (lights out) on week days, except when involved with group.

3. All will be in bed at 11:00 p.m. weekends except when involved with group. No T.V. or radio privileges after bedtime.

4. No Team II youth will leave the house unless with Team III member or approved adult.

### Team III.

A Team III youth must have completed at least four consecutive weeks of average rating on Team II with no major incidents. Any one on a special treatment plan will have to remain on Team II for an additional 30 days. There will be no grace period for Team III demotions.

### Privileges:

1. Unlimited phone calls, five minute maximum.
2. Television privileges, if chores have been done.
3. Movies and other entertainment with staff approval.
4. Weekend visits (See Weekend Visits).
5. Youth may earn extra privileges through anything positive in attitude, behavior and involvement with all peers.

Some privileges can and will be taken away for negative, inappropriate behavior relative to attitude in school, on home visits, in the community and home.

### Rules:

1. All youth will follow rules of the home and fulfill contracts: Home, School and Individual.
2. All youth in Team III will be in bed at 10:30 (lights out) on week days, except when involved with meetings or the group.
3. All must be in bed at 11:30, T.V. on until 12:30 on weekends.
4. Youth on Team III have responsibility, especially helping other youth participate in group sessions.

If above average numbers of points are earned, special privileges may be earned such as movies or entertainment at House expense, walks to the park, cigarettes, etc. The weekly progress will be charted on a graph for each youth. We feel that youth react better to a visible means of seeing improvements and progress. Different staff will evaluate from week to week to avoid favoritism or personal biases. Low weekly points result in lower incentive awards, 1/2 pack of cigarettes, fewer group and individual activities and fewer telephone calls.

### 5. Individual Contracts

Individual contracts will be made weekly for Teams I and II and bimonthly for Team III unless a youth's contract needs more frequent adjustment. This type of contract will be long range and will not be standardized as the point charts are. These will consist of personal objectives along with rewards for achievement.

Moving on to Team II or III is conditional depending upon success on the Individual Contracts. These contracts will not only give the youth a chance to set some important goals for him-herself, but will give the youth some indepth one to one counseling and evaluation time.

The first individual contract will be made one week after the youth's entrance into the Program. It will be reviewed and rewritten with the youth on a weekly basis.

A copy of the Individual Contract form is attached.

#### 6. Restrictions

If a youth is involved in any major rule breaking, encourages negative behavior involving himself/herself or others, or if a youth has had alcohol or other types of drugs while in residence, the counselor on duty at the time may levy restriction. Initial restriction will consist of room confinement with no one allowed in room for company, for a period of 1/2 to 3 hours. The incident will then be brought up in Group and a punishment will be decided upon. In most cases if an incident occurs when more than one youth is involved, all involved will be put on restriction.

Major infractions will consist of confinement during free time, until group discussion, which will decide on the youth's punishment. Special treatment may result from infractions and this should be suggested by the staff and approved by the group.

Restrictions may also be levied by the Group and may consist of restriction to the premises rather than total room restriction. Generally however restriction to the premises results from a loss of other privileges.

In the case of runs, the youth will automatically be put on special treatment, and restricted until the group decides what punishment should be imposed. If a youth leaves without permission he will be restricted two hours for every one hour gone. If he is gone for over three hours, the Probation or Parole Officer will be contacted and he will be reported as on the run.

#### 7. Extra Privileges

Most all activities will be on an earn basis. Obviously if a youth is not doing well point-wise, he will not be able to earn make-up points unless staff makes a special exception. Generally, if average points are maintained, then extra privileges can be earned.

Examples of special privileges are: Walks, trips to the park or store, or any other thing a youth may want to do on an individual (desire) basis. Team I will earn 1/2 hour privileges Team II 1 hour, Team III agreed upon time. Extra time may be approved if a youth is not late and seems to be able to benefit from more time.

In the case of time infractions, the following will be policy: 5 minutes to 1/2 hour late, 45 minutes room restriction; 1/2 hour to 1 hour late, 1 1/2 hour room restriction, every hour thereafter will be an hour more in room. After an extended length of time gone, the youth will be considered on the run and the Probation or Parole Officer will be contacted.

## 8. Special Treatment

When a youth is having difficulty in general, a special treatment plan may be devised for him/her. This may be long or short term. The group should approve special treatment plans and support the youth in successfully completing this treatment plan.

## 8. House rules for all youth.

1. No one will be allowed home during the week except in an emergency.

2. All youth will be in the house by 9:00 p.m. and all visitors out, except weekends, when visitors will be out at 10:00. Youth may be on front porch until 9:30.

3. No youth will rough-house inside at any time.

4. There will be no overly aggressive behavior toward other youth.

5. No drugs, alcohol, syringes in the House. If these are found in the possession of a certain youth, that person will go immediately to Juvenile Hall. Prescription drugs will be kept in the office and dispensed by the staff.

6. Bed checks will be made during the night.

7. Staff reserves the right to search any youths belongings at any time.

8. All youth are required to sign out of the house every time they leave the premises. They must also have staff permission.

9. Any visitors who are intoxicated or disruptive will not be allowed on premises. Visitors must be approved by staff before they enter.

10. No youth may have food out of food storage areas without staff approval.

11. Any deliberate tripping of alarm system will result in restriction and will be treated as a major incident.

12. No boys in the girls' rooms, or girls in boys' rooms.

13. No one will be allowed in any bedroom other than his own without staff permission.

14. Every youth will be up and have eaten by 9:00 a.m. and there will be no more eating until lunch time. Staff will wash morning dishes. 10:00 a.m. breakfast on holidays.

15. Everything in the house is placed on an earn basis. Everything a youth wants may be earned.



16. Everything done is on a time basis - limits will be set when going places, telephone calls, etc.

17. Every youth must be involved in helping each other in all meetings. Meetings can be called at any time.

18. Every youth on restriction should know exactly why and for how long.

19. All youth should shower/bathe every other day. Youth should keep themselves personally neat.

20. Everything should be ready for school the night before, i.e. washing up, ironing clothes, doing homework.

21. Every youth is required to attend dinner unless special permission has been granted.

22. No one will receive or make telephone calls after 9:00 p.m.

## 9. Chores

All chores will be done on a rotating basis and the same job will be held for a week at a time. Teams will not determine what jobs will go to what youth. Jobs will be randomly assigned.

Chores will be worked on every night after su-per. Major cleanup will occur every Tuesday after supper.

## 10. House Groups

The House will operate on a Guided Group Interaction Basis and therefore emphasize helping one another with problems. Groups will take place Monday nights after chores and Thursday nights after chores. Malcolm X Mental Health Center will help facilitate the Group along with in-house staff and the correctional guidance counselors. (Group nights may vary).

Each youth will comment on his general progress and bring out problem areas. This is the opportunity for youth and counselors to support progress or air grievances. Group activities can also be decided upon at this time.

Spontaneous Groups may also occur when youth or staff feel they are necessary or a major incident occurs.

Groups are essential to communication, confrontation and growth of both youth and program staff. It is therefore mandatory that all staff and youth be present at the two weekly groups. If anyone in residence misses group, restriction will be imposed.

## 11. Groups and Individual Therapy Outside Program

When a treatment plan is established for the individual youth, special therapy may be decided upon. Malcolm X Mental Health will provide recommendations for special therapy and will consult with staff on special therapy techniques as well as provide direct services.

Malcolm X will provide individual therapy through their 5 staff members assigned to the Youth Recidivist Reduction Program. This will be on a continuing basis. Malcolm X can also offer their services through several groups: 2 soft Drug Programs for youth 12-14 and 15-17; A Teen Group, etc. It is expected that Joos Program staff attend any groups their clients are involved with. There are also possibilities for other special therapy such as art or dance.

Malcolm X will also be available to provide, on an emergency basis, crisis counseling.

## 12. Staff meetings, evaluation, consistency.

Staff meetings will occur twice a week, Tuesday and Thursday at 10:00 a.m. The purpose of these meetings is to recommend treatment techniques and plans for individual youth; discuss house policy, rules and general functioning; discuss house management problems; share information; and general staff evaluation.

There will also be daily staff meetings at 9:30 a.m. to outline daily plans.

It is felt that a staff that functions well together is essential to a good program. Staff meetings must be open and honest to insure trust and growth.

The Program Director will administer the Program rules and policies, coordinate community services for the program, coordinate and direct all program services, provide staff guidance and support, and participate in a majority of the on-going program activities.

The Mental Health Worker and Counselors will work as program monitors, provide direct supervision of clients during specified periods, coordinate residential services, as well as serve as program directors in the absence of the Program Director. They will provide general counseling and function as group facilitators, under the supervision of the Correctional Guidance Counselors and the Malcolm X staff. They shall effect the community services delivery as there is available time.

A formal staff evaluation will take place every month for the first three months (90 days) and every three months thereafter. This will be implemented by the Residential Director. Monthly evaluations will be done by the Director for the benefit of the Executive Director of Community Group Homes, and the referral agency(s) involved.

Daily events will be recorded in a log. This will serve to clarify issues and assist in communication. Staff meetings, groups and daily events will be recorded. It is imperative that the log be kept current!

## 13. School.

School is one of the most important aspects of the treatment program. Each youth will be strictly supervised during the first month of school (whatever school program). In the case of public school, the teachers of each youth will be contacted personally by a Joos program counselor. The School Contract will be explained as well as details of the Joos Program. Teachers will be urged to keep in close contact with the Joos program in the event problems arise and will also be encouraged to reinforce positive behavior. The general administration of the school will also be contacted and informed of the Joos Program's intention to cooperate fully with the school. Daily attendance check will be made. Records will be kept concerning school policies, teachers and other relevant details. After the first month staff will continue to follow youths in school closely, but without daily attendance checks.

School contracts will be taken to school for teachers' comments and recommendations as well as comments on homework.

Tutors will be provided for all those youth needing special help. This will be especially important during the summer so that a youth will be ready for school in the Fall. Tutors will most likely come to the home on a regular basis, although the program may use groups outside the home as they are available. Tutor study time will be Tuesday and Wednesday after chores are done. Homework will be done every night in the dining room after chores.

## 14. Weekend Visits.

Weekend visits are the maximum privilege. They are probably the most difficult for a youth to handle. For this reason they will be strictly supervised.

Visits will be contingent on staff and group approval, as well as adequate numbers of points. If a youth is approved for a weekend, parents or family will be contacted to set up an appointment to discuss the youth's visit. Points to be clarified at that conference will be probation limits, individual contracts which need to be upheld, and supervision requirements. The parents/family will agree to staff requirements for the weekend and sign a weekend contract which outlines weekend supervision. Youth should check with staff by telephone at least once during home visit.

Parents/family must pick the youth up for the weekend and bring him back at a specified time. If a youth is late consequences will be determined by program staff, depending upon the circumstances.

## 15. Family Counseling.

Many youth will be returning to the home, and thus family relations is of utmost importance. If parents have not changed some attitudes and expectations, the youth will likely experience much of the same difficulty in home life that they experienced before. We will therefore concentrate on family counseling. A family contact will be made as soon as the youth enters the program. A conference will be set up at a time when the youth will not be home. This will be to explain the program to them and help staff understand what problems the youth has been having at home. Parents will be tied into Counseling sessions. Staff will remain in touch with individual families weekly.

The Joos Program will require a family plus youth conference as soon as the youth seems to have adapted to the Program. The conference will probably take place in the second month of residence.

At the weekend conference, before any weekend visit, discussion will center around the youth's improvement during the past week, shortcomings and how he/she can improve upon them as well as rules while at home (curfew, probation, personal contract agreements, etc.).

Malcolm X is willing to do individual therapy with families but would hope to move the parents into a parent group. This would give parents an opportunity to share their strengths and problems with other parents.

## 16. Resource Development and Coordination.

It will be the responsibility of the Director to develop community resources for treatment needs, home needs, staff development, recreation, etc. Youth will have many needs which cannot be satisfied directly by the program. It will be important therefore, to develop resources to meet those needs. Coordination of services will give each youth the benefit of maximum service delivery and non-duplication of services.

## 17. Recreation.

Youth will participate in recreation activities with the whole group unless they are on restriction, lost points to a sufficient extent to limit their going, or are sick, or have a very good reason for not going. Participation in group activities will be encouraged. Activities with other CGH homes will be possible, but on the whole, recreation will be developed for the Joos Home only. Recreation will not be only on a group basis, but may be on an individual level, with staff approval, especially for Team III or certain family functions for the other teams in the program.



Community  
Group  
Homes, Inc.

427 Sherman Street • Denver, Colorado 80203

Bruce L. Hartlett, Executive Director

WILLIAM FUNK GROUP HOME

PROGRAM DESCRIPTION

## William Funk Group Home

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### I. Introduction

The William Funk Group Home is a residential treatment program for adjudicated males between the ages ten and eighteen. Located in a residential section of Denver's Capitol Hill area, a wide range of educational, cultural, entertainment, and recreational activities, as well as various public and private professional service agencies, are within walking distance of the program, or easily accessible by public transportation.

The program, which has a capacity for ten (10) youth, was established by Community Group Homes, Inc. on January 1, 1972. Since its inception, the quantity and quality of services provided by the program has consistently improved. Such improvements include the renovation of the group home facility in accord with Residential Child Care licensing requirements, an increase in the number of residential staff, an upgrading of residential staff employment requirements and salaries, and an increase in the number and professional qualifications of administrative and treatment team personnel. In addition, the continued experience of administrative and program staff, and their consultation psychiatrists, psychologists, and administrative experts, has allowed the development of various administrative and program systems which provide for the optimum delivery of program services.

The William Funk Group Home was established upon the general premise that, in the case of numerous adjudicated youth, their needs may be most effectively fulfilled within the community environment, rather than within the relatively isolated subculture of a correctional institution. The program provides youth free access to the community under specialized supervision, and within a definite program structure.

Youth accepted by the program must be non-psychotic, and generally responsive to verbal treatment techniques. The program is an open group home, and no provision is made for security oriented control capabilities.

Since the program requires that all youth in residence either find employment, or attend school, youth considered for placement must possess a demonstrated vocational or educational ability, or adequate potential for vocational or educational training.

The program accepts all categories of adjudicated youth. Although youth ten to eighteen years of age will be considered, youth fourteen to seventeen years of age are most likely to benefit from program services.

The William Funk Group Home operates under a purchase of service contract with the State Department of Institutions, Division of Youth Services. However, referrals may be made from any state or local agency, provided the required adjudication requirements are in effect.

## II. Intake

Referrals from the Division of Youth Services should be made directly to the Resident Director, William Funk Group Home.

Referrals from the Denver Juvenile Court, and other agencies, should be made to the Assistant Director, Community Group Homes, Inc.

In the case of referrals from the Denver Juvenile Court, and other agencies, the Assistant Director will arrange for the appropriate diagnostic and evaluation testing.

A pre-placement visit to the program may be arranged for the youth and the referral agency caseworker at this time. Such visits are strongly recommended.

## III. Admissions

The suitability of a referral for placement at the William Funk Group Home will in all cases be determined on the basis of an admissions staff meeting between the Resident Director, the program's Psychiatric Social Worker, and the youth's Probation or Parole Officer. In the event this group is unable to reach a concensus regarding the suitability of placement, the Assistant Director, Community Group Homes, Inc. shall have the final authority regarding placement.

## IV. Placement

A representative of the referral agency is requested to notify the Resident Director, William Funk Group Home, twenty-four hours in advance of placement.

A representative of the referral agency is required to be present at the placement interview. In most cases, this representative will be the youth's probation or parole officer.

During the placement interview, the rules, structure, and philosophy of the program are explained to the youth. A general agreement between the Resident Director, the youth, and his caseworker must be concluded at this time regarding their mutual expectations with respect to placement. Openness, clarity, and decisiveness should characterize the placement interview, so the youth will experience a minimum of difficulty in defining his expectations with respect to the placement, and minimize the need for "testing," and other forms of acting-out behavior.

## V. Program Structure

### 1. Rules

- A. No assaultive behavior.
- B. No drugs, drug-related items, or other intoxicating substances are to be used at any time.
- C. Do not leave the group home premises without the permission of staff.

- 11. Do not enter staff, or other client's, quarters without permission.
- 11. No visitors before 9:00 am or after 9:00 pm.
- 11. No visitors without the prior approval of the staff.
- 11. No visitors who are under the influence of drugs or alcohol.
- 11. No visitors, except parents, guardians, or referral agency personnel, are allowed beyond the main floor living area.
- 11. Do not damage program property.
- 11. Do not obtain program property, or the property of other clients, without the permission of staff and/or the owner.
- 11. Do not leave the group home premises until you have signed-out.
- 11. Unless you have been granted special permission to obtain additional time, curfew is 9:30 pm.
- 11. No smoking; upstairs.
- 11. Do not enter food storage areas without staff permission.

11. Behavior Modification Point System

A. Orientation Period

The purpose of the Orientation Period is for the youth to familiarize himself with the program, staff, and peers, and for the staff and peers to familiarize themselves with the youth.

The youth must remain on Orientation status for three days. If, at the end of that period, he has earned sufficient points for Team I status, he will automatically be placed on Team I.

The rules and privileges governing the youth during Orientation are consistent with Team I rules and privileges, except:

- 1.) No visitors will be allowed at any time (except legal representatives.)
- 2.) No telephone calls will be placed or received.

B. Team I

The purpose of Team I is to provide the youth limited and controlled access to the community on a very basic level. It provides the staff an opportunity to evaluate with the youth his behavior in the community with respect to work or school, and the primary program structure.

The youth must remain on Team I for a period of two weeks. If, at the end of that period, he has earned sufficient points for Team II status, he will automatically be placed on Team II.

The following represent rules and privileges applicable to Team I youth.

Rules



- 1.) Room time: 9:30 pm  
Bed time: 10:00 pm
- 2.) Weekend times
  - a. Room time: 10:30 p.m.
  - b. Bed time: 11:00 p.m.
- 3.) Do not leave the program premises at any time, except to go to work or school.
- 4.) No visitors.
- 5.) No television, radio, or stereo privileges in room at any time.

Privileges

- 1.) Two telephone calls per week to family.
- 2.) Two telephone calls per week from family.
- 3.) Group television, radio, and stereo privileges.
- 4.) Organized group entertainment and recreational activities.
- 5.) Cigarettes provided after satisfactory completion of chores.
- 6.) Snack at 9:00 pm.

C. Team II

The purpose of Team II is to provide the youth increased access to the community under conditions of reduced limitations and controls. It provides the staff the opportunity to evaluate with the youth his ability to perform with increased independence of direct supervision.

The youth must remain on Team II for a period of two weeks. If, at the end of that period, he has earned sufficient points for Team III status, he will automatically be placed on Team III.

The following represent rules and privileges applicable to Team II youth:

Rules

- 1.) Room time: 10:00 p.m.  
Bed time: 10:30 p.m.
- 2.) Weekend times
  - a. Room time: 11:00 p.m.
  - b. Bed time: 11:30 p.m.

- 3.) No television, radio, or stereo privileges in room at any time.

Privileges

- 1.) Four telephone calls per week to family or friends.
- 2.) Four telephone calls per week from family or friends.
- 3.) Group television, radio, and stereo privileges.
- 4.) Organized group recreation and entertainment activities.
- 5.) Cigarettes provided after satisfactory completion of chores.
- 6.) Snack at 9:00 pm
- 7.) Unsupervised time in the community:

Team II youth may earn up to three hours unsupervised time in the community per week. It is left to the discretion of the staff whether all or part of such unsupervised time shall be granted per any single request. It is also left to the discretion of staff whether such unsupervised time shall be spent in the company of a Team III youth, or on a completely independent basis.

- 8.) One weekend day may be spent at home, or at the home of approved relatives or friends, between the hours of 9:00 am and 9:00 pm.

The youth must contact program staff by telephone every three hours.

D. Team III

The purpose of Team III is to provide the youth a maximum of freedom and access to the community, while still under the structure of the Behavior Modification Point System. It allows the staff an opportunity to evaluate, with the youth, his ability to accept increased independence and responsibility with regard to his behavior.

The youth must remain on Team III for a period of one month. If he is able to maintain Team III status for a continuous one-month period, he will automatically be placed on the Merit System.

Rules

- 1.) Room Time: 10:00 pm  
Bed time: 10:30 pm
- 2.) Weekend time:

- a. Room time: 12:30 p.m.
- b. Bed time: 1:00 p.m.

Privileges:

- 1.) Unlimited telephone calls to family or friends.
- 2.) Unlimited telephone calls from family or friends.
- 3.) Group television, radio, and stereo privileges.
- 4.) Organized group recreational and entertainment activities.
- 5.) Cigarettes provided after satisfactory completion of chores.
- 6.) Snack provided at 9:00 pm.
- 7.) Unsupervised time in the community:

Team III youth may spend up to eight hours of unsupervised time in the community. It is left to the discretion of the staff whether all or part of such time shall be granted per any single request. It is also left to the discretion of the staff shall be spent in the company of a Team III or Merit status youth, or on an independent basis.

- 8.) One weekend may be spent at home per week between the hours of 9:00 am Saturday and 9:00 pm Sunday. The Youth must telephone the program staff every three hours between 9:00 am and 12:00 pm each day.

Extra time may be earned by extra points. Youth with extra points may leave the program as early as 5:00 p.m. Friday evening, and return as late as 8:00 am Monday morning.

The number of times the youth must telephone the program may be reduced at the discretion of the staff on the basis of performance.

- 9.) Team III youth may have a television, radio, or stereo in their rooms.

E. Merit System

The purpose of the Merit System is to provide the youth unrestricted access to the community without the artificial behavior modification point system structure. It also allows the staff to evaluate with the youth his ability to function in the community independently of this structure.

Special contracts and conditions may be devised for youth whose performance is generally adequate, but who is experiencing difficulty in specific areas of behavior.

There are no special rules or privileges for Merit System

youth, except that he must observe the household rules, and the rules of his probation or parole.

"or"

No youth not steadily employed, or in vocational or educational training, shall be allowed to enter the Merit System.

F. Violations of Program Rules and Requirements

1. A client may be placed back on a lower team level in the case of a violation of a major program rule (cf. Rules, 1, 2, and 3, above.)
2. Restrictions may be placed on certain privileges a youth abuses on any team level.
3. A youth may be fined points for the violation of program rules.
4. A youth may not be required to remain on a team level he has been placed back on for more than one week, provided he has earned sufficient points to enter the next team level.
5. Gross or persistent violations of program rules and requirements may lead to the removal of the youth from the program.

VII. Treatment Modalities

Treatment modalities employed by the William Funk Group Home include the following:

A. Reality Therapy

Group Reality Therapy sessions are held every Wednesday evening at the program by a psychiatric social worker. Every youth is required to attend.

B. Individual Therapy and Counseling

Individual counseling and clinical therapy is employed by a psychiatric social worker and clinical psychologist as it is required by individual youth.

C. Family Counseling

Family counseling is employed with respect to all youth who are returning to a disturbed home.

D. Specialized Groups

A variety of therapy groups in a variety of modalities are employed from time to time to meet the specialized

D. Specialized Groups (Con't)

needs of certain segments of the program population. Youth for whom such groups may be devised include mentally retarded youth, so-called "sociopathic" youth, and youth with chronic drug problems.

Additional groups may be initiated on an experimental basis, since the program staff is interested in exploring the viability of alternative treatment modalities.

E. Confrontation Groups

Confrontation groups may be called by anyone in the program at any time, day or night. Staff or peers call such groups with regard to a "problem" (some one stole my wristwatch). It is the purpose of this group to determine first, what actually occurred, and second, what is to be done with respect to the "problem". Although such groups operate under the supervision of staff, youth have an equal voice with staff in determining what shall be done, in accord with established program policies.

VIII. Meetings

- A. Staff meetings are held every Monday morning at 10:00 p.m., and as required.

The Resident Director meets with each staff member on an individual basis at least every other day.

- B. Household meetings, attended by staff members and peers are held every Monday evening at 5:00 p.m. to discuss household affairs, including maintenance, menus, recreation and entertainment, and policies of the group home. Any and all complaints may be heard at this time.

Meetings with individual youth are scheduled by staff throughout the week. These meetings may concern personal problems, family problems, job and school plans, or complaints or recommendations regarding the general operation of the group home.

CRITERIA REFERENCE SCALE

FOR

WILLIAM FUNK GROUP HOME  
BEHAVIOR MODIFICATION PROGRAM

GENERAL APPEARANCE OF HOUSE

ASHTRAYS USED AND EMPTIED WHEN NECESSARY.

- Individual used ashtrays at all times when smoking and emptied them after use. 3 points.
- Individual used the ashtrays at all times but did not empty after using. 2 points.
- Individual used the ashtrays but did not empty when completely full. 1 point.
- Individual did not use the ashtrays nor did he empty them when it became necessary. 0 points.
- Individual used something other than ashtray or failed to empty ashtray after being reminded. -1 point.
- Disregard for where ashes fell or failure to empty ashtray upon request. -2 points.
- 

YARD AND OUTSIDE OF HOUSE CLEAN AND ORDERLY.

- Individual has not littered or made any mess in or around the house & yard and has assisted in getting whatever may be there, removed. 3 points.
- The porch and sidewalks are in good order but the yard is not. 2 points.
- Only clean area is the sidewalk. 1 point.
- Nothing at all done in yard. 0 points.
- Nothing done in yard or outside of house after first reminder. -1 point.
- Nothing done in yard or outside of house for the second day in a row. -2 points.
- 

DISHES RETURNED TO KITCHEN IMMEDIATELY AFTER USE.

- Done properly at all times throughout the day. 3 points.
- Returned before being reminded but not immediately after being used. 2 points.
- Dishes returned immediately after first reminder. 1 point.
- Dishes not returned after first reminder. 0 Points.
- Dishes left in Dining room. -1 point.
- Dishes left other places in house. -2 points.
- 

BEDROOM CLEAN AND ORDERLY.

- All parts of the bedroom in proper order and clean. 3 points.
- Bed is made, floor is clean, clothes are put away, but other articles in room not in the proper place. 2 points.
- Bed is not made or remainder of room is messy. 1 point.
- Neither bed nor remainder of room is in proper order. 0 points.
- Room straightened up after first reminder. -1 point.
- Room not straightened up after reminder. -2 points.
- 

BATHROOM CLEAN AND ORDERLY

- All areas of bathrooms clean and orderly throughout the day. 3 points.
- Everything clean and orderly except the floor. 2 points.
- More than one of the following items not done properly. toilet-sink-tub-shower-floor-towels 1 point.
- tile paper- medicine cabinet- rug. 0 points.
- More than two of the above items not done properly. 0 points.
-

Bathroom done properly after first reminder. -1 point.  
Bathroom still not cleaned after first reminder. -2 points.

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PERSONAL PROPERTY IN ITS PROPER PLACE.

All personal items in proper place throughout the day. 3 points.  
One infraction of the rule during the day but corrected after the first reminder. 2 points.  
More than one infraction during the day but corrected each time reminded. 1 points.  
Failure to correct promptly after having been reminded. 0 points.  
Reminded more than once before correction is made. -1 point.  
Not corrected after after more than one reminder. -2 points.

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ALL FURNITURE CLEAN AND IN ITS PROPER LOCATION.

All furniture returned to its proper location after use and left clean. 3 points.  
Furniture in proper room of house and clean but not in proper place in that room. 2 points.  
Furniture not in proper room but still clean, or in proper location but not clean. 1 point.  
Furniture not in proper location and not clean. 0 points.  
Problem corrected after one reminder. -1 point.  
Problem not corrected after first reminder. -2 points.

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PERSONAL APPEARANCE

HAIR CLEAN AND GROOMED.

Hair clean and groomed throughout the day. 3 points.  
Hair groomed but dirty. 2 points.  
Hair clean but not groomed. 1 point.  
Hair neither clean nor groomed. 0 points.  
Hair taken care of after first reminder. -1 point.  
Hair not taken care of after first reminder. -2 points.

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TEETH BRUSHED.

Teeth brushed properly. 3 points.  
Teeth brushed but breath bad. 2 points.  
Teeth not clean even after brushing. 1 point.  
Teeth not taken care of today. 0 points.  
Teeth brushed after first reminder. -1 point.  
Teeth not taken care of after reminder. -2 points.

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CLEAN CLOTHES

Clothes worn today have been clean and neat. 3 points.  
Clothes are clean but not neat. 2 points.  
Clothes are neat but not clean. 1 point.  
Clothes are dirty and sloppy. 0 points.

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**CONTINUED**

**2 OF 3**

## EAN CLOTHES

- Clothes are taken care of upon being reminded. -1 point.  
Clothes are not taken care of after being reminded. -2 points.
- 

## TAKING BATHS.

- Individual has bathed today. 3 points.  
Individual has not bathed today but is not in obvious need of bathing. 2 points.  
Individual had body odor and bathed after reminder. 1 point.  
Individual was offensive to others as a result of body odor but did nothing to correct situation after being reminded once. 0 points.  
Individual was reminded a second time. -1 point.  
Second day in a row that individual has had to be reminded about bathing.
- 

## PROPER DRESS

- Dressed appropriately and completely. 3 points.  
Dressed appropriately but not completely. 2 points.  
Shoes not worn but otherwise completely dressed 1 point.  
Shoes and/or shirt not worn after first reminder. 0 points.  
More than two articles of clothing not being worn. -1 point.  
Situation not corrected until second reminder. -2 points.
- 

## ACCEPTANCE OF RESPONSIBILITIES

### FREE TIME USAGE

- Has made constructive use of his free time throughout the day. 2 points.  
Most of free time has been used constructively. 1 point.  
Free time is spent in front of TV or in some other manner which is non-beneficial to the individual. 0 points.  
Found something constructive to do but only after being reminded. -1 point.  
Found nothing constructive to do after being reminded. -2 points.
- 

### HANDLING OF CORRECTION

- Takes correction without complaint, argument, or display of emotions. 2 points.  
Argues with staff regarding the correction. 1 point.  
Complains about unfairness or being corrected. 0 points.  
Loses temper in some manner. -1 point.  
Does not comply with the correction. -2 points.
- 

### COOPERATION WITH COUNSELOR AND AUTHORITY.

- Cooperates fully with counselors and other authority. 2 points.  
Harasses counselors or authority to point of irritation. 1 point.  
Continues harassment after requested to cease. 0 points.  
Refuses to assist counselors when requested to do so. -1 point.
-

Refus. to be cooperative in any manner throughout the entire day.

-2 points.

## RESPECT FOR PROPERTY

Is respectful of all property at all times. 2 points.  
 Uses program property without permission. 1 point.  
 Uses someone else's property without permission. 0 points.  
 Removes property not belonging to him without having specific permission of the owner. -1 point.  
 Damages property of others. -2 points.

## VISITING FRIENDS AND RELATIVES.

Accepts responsibility for the behavior of friends and relatives who are visiting. 2 points.  
 Allows friends or relatives to confront clients without reprimanding them. 1 point.  
 Permits friends or relatives to confront staff without reprimanding them. 0 points.  
 Allows friends or relatives in locations of house which are off limits to them. -1 point.  
 Friends or relatives have to be asked to leave by the staff. -2 points.

## WHEREABOUTS ARE KNOWN.

Makes effort to keep staff informed of whereabouts at all times. 2 points.  
 Doesn't inform staff of change of location when not at home. 1 point.  
 Fails to make requested contacts with staff on time. 0 points.  
 Fails to make requested contacts with staff at all. -1 point.  
 Is not at location said to be at. -2 points.

## OBSERVES ROOMTIME AND BEDTIME

Goes to room and bed on time without being told. 2 points.  
 Does not go to room until told. 1 point.  
 Is not in bed on time. 0 points.  
 Is not in bed after first warning. -1 point.  
 Lights or radio on after bedtime / or has been warned a second time about being in bed. -2 points.

## GETTING UP ON TIME IN THE MORNING

Gets up without being called in the morning. 2 points.  
 Gets up when called in the morning. 1 point.  
 Doesn't get up after being called first time. 0 points.  
 Gets up immediately upon second call. -1 point.  
 Doesn't get up after second call. -2 points.

## PARTICIPATION IN SCHOOL OR WORK PROGRAM.

Participates in a school or work program. 2 points.  
 Actively seeks involvement in school or work. 1 point.  
 Doesn't

- Doesn't attempt to get involved in school or work. 0 points.
- Quits job before another is available, or cuts school. -1 point.
- Is fired from job or suspended from school. (-2 for every day not involved in rectifying situation.) -2 points.

CHORE RESPONSIBILITIES

COMPLETED ON TIME

- All chores completed prior to 10:00 am weekdays and 1 pm weekends. ( Without reminders from staff.) 7 points.
- All chores completed on time but only after reminding. 6 points.
- Not completely finished by 10 am weekdays (1 pm weekends) but being worked on. 5 points.
- Not completed or being worked on by 10 am (1 pm weekends). 4 points.
- Chore area not being started on by 10:01 am (1:01 pm weekends) 3 points.
- Chore area not being started on within one hour after it was supposed to have been completed. 2 points.
- Chore area remaining unfinished after first reminder. 1 point.
- Chore area not done today. 0 points.

MAINTENANCE OF CHORE AREA.

- Chores maintained throughout the day at every opportunity. 7 points.
- Chores maintained during the day but only when need became obvious. 6 points.
- Chores maintained only after reminder. 5 points.
- Not maintained after first reminder. 4 points.
- Maintained after second reminder. 3 points.
- Only maintained if the individual wants a special privilege. 2 points.
- Chores only maintained in the evening. 1 point.
- Chores not maintained at all today. 0 points.

DOING THE ENTIRE CHORE AREA.

- Entire chore area done satisfactorily the first time. 7 points.
- All but one item done the first time. 6 points.
- Up to five items in the chore area not completed the first time. 5 points.
- A reminder necessary before chore area completed 4 points.
- Second reminder needed before chore area completed. 3 points.
- Chore area not completed until evening. 2 points.
- Not completed entirely throughout the day; 1 point.
- Chore area was not done at all today. 0 points.

RESPONSIBLE FOR CHORE AT ALL TIMES.

Accepts responsibility for condition of chore area regardless of whether or not he was at the home.	7 points
Accepts responsibility for condition of chore area but complains that he is not the only one responsible for condition.	6 points.
Complains about the individual whom he picked to cover his area in his absence.	5 points.
Attempts to pass the buck when his chore area is not in top condition.	4 points.
Someone volunteers to clean chore area after the individual responsible has already left.	3 points.
Someone is assigned to your chore area in your absence because you failed to get adequate coverage.	2 points.
Failed to get coverage for your chore area in any manner.	1 point.
Your chore area does not get taken care of in your absence.	0 points.

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PROGRAM RULES

SIGN OUT SHEET

Completes sign-out sheet properly.	2 points.
Completes sign-out sheet except for phone.	1 point.
Fails to leave an address or phone number.	0 points.
Fails to fill in time or date.	-1 point.
Fails to sign out.	-2 points.

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TELEPHONE AND VISITORS

Accepts phone calls &/or visitors only in accord with house rules.	2 points
Visitors are recieved in accord with house rules but phone calls are not.	1 point.
Visitors are recieved in violation of house rules.	0 points.
Visitors and calls are received in violation of house rules.	-1 point.
A reoccurrence of the same violation after a warning has been given.	-2 points.

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SMOKING PRIVILEGES

Smoking rules are obeyed fully.	2 points.
Smoking when requested not to.	1 point.
Smoking in areas of house where prohibited.	0 points.
Smoking in violation of restriction.	-1 point.
Any continued violation of smoking rules after warning from staff or peers.	-2 points.

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CONSIDERATION FOR OTHERS

CREATING A DISTURBANCE

Doesn't disturb others by loud sound from voice, radio, stereo, TV or other methods.	2 points.
Vocally loud and boisterous.	1 point.

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CREATING A DISTURBANCE

- Loud noise from any other source which is disturbing to others. 0 points.
- Discontinued after warning from staff. -1 point.
- Continued after warning or drawing a complaint from neighbors. -2 points.

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MEAL TIME

- Arrives on time for all meals unless excused. 2 points.
- Late for any one meal without an excuse. 1 point.
- Late for more than one meal without an excuse. 0 points.
- Creating ones own excuse for his late arrival for a meal. -1 point.
- Failure to arrive on time to get anything to eat and requesting to fix own when his tardiness has not been excused. -2 points.

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INAPPROPRIATE BEHAVIOR

- Doesn't encourage inappropriate behavior in others in any manner. 2 points.
- Encourages inappropriate behavior in the sense that he has failed to discourage it. 1 point.
- Encourages inappropriate behavior in others by violating rules of the house. 0 points.
- Encourages inappropriate behavior in others by violating one of the three major rules of the house. -1 point.
- Encourages inappropriate behavior in others through direct verbal encouragement, or participation. -2 points.

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TELEPHONE PRIVILEGES

- Doesn't abuse telephone privileges in any manner. 2 points.
  - Goes over time limit on phone calls. 1 point.
  - Goes over limit on number of calls made or received. 0 points.
  - Makes calls without permission. -1 point.
  - Fails to get off the telephone when told to do so. -2 points.
- 
- 
- 

Any questions regarding the giving or forfeiting of points will be left to the discretion of the staff if not already covered in the previous pages of reference.

TEAM LEVEL REQUIREMENTS

Special treatment Contract-

failure to attain an average of 455 pts.

Team 1 -

Maintaining a point average of 455 per week.  
Residence in the program for Three days.

Team 2-

Maintaining a point average of 525 per week.  
Residence in the program for fourteen days.

Team 3-

Maintaining a point average of 560 per week.  
Residence in the program for 28 days.

No Point status-

In order to get to this level the individual must maintain Team three status for four consecutive weeks and earn an average of 578 points per week during that time. In order to stay off the point status the individual must adhere to a written contract.

## EXTRA POINT USES

### TEAM I

Team one may use extra points to purchase recreation time in the community at the rate of two points per three minutes.

Team one may use extra points to purchase additional phone calls at the rate of fifty points per call.

Team one may use extra points to purchase extra time in order to stay up and watch a particular movie or a similar reason. The rate for such privilege would be one point per minute.

Team one may use extra points to purchase advancement to team two up to two days early for 150 points per day early.

All purchases must be with prior approval of the staff.

### TEAM II

Team two may use extra points to purchase additional time for recreation in the community at the rate of one point for two minutes extra time. Purchases may not exceed two hours at any given time.

Team two may use extra points to purchase additional phone calls at the rate of 25 points per call.

Team two may utilize extra points to purchase extra time to stay up and watch some particular movie, etc. at the rate of one point for two minutes. Purchases not to exceed two hours at any given time.

Team two may use extra points to purchase advancement to team three up to three days early at the rate of 125 points per day early.

Team two may utilize extra points to begin a weekend visit up to twelve hours early. The rate for this would be 9 points per hour early.

All purchases must be with prior approval of staff.

### TEAM III

Team three may use extra points to purchase extra time in the community for recreation at the rate of 1 pt. per five minutes. This would however be limited to a reasonable time frame.

Team three may utilize extra points to begin a weekend visit up to twelve hours early at the rate of 5 points per hour.

May use extra points to obtain early advancement off the point status at the rate of 100 pts. per day early. (Maximum of four days early).

Other purchases may be negotiated with staff. No purchases less than ten points will be considered.



PENALTIES

FOR

VIOLATION OF PROGRAM RULES

RULE: No Assaultive Behavior.

PENALTY: Removal from program or  
One or more of the following:

Placement back on a lower team level for  
up to seven days.  
Forfeiture of up to all extra points accumulated.  
Forfeiture of up to two weeks allowance.  
Restriction to premises from 3 days to one week.  
Loss of all house priviledges including  
cigarettes.  
Any other reasonable penalties imposed by the  
group.

RULE: NO Drugs, Drug related items, Alcohol or other substance  
for the purpose of getting high are to be found on the  
premises at any time.

PENALTY: Removal from the program or  
one or more of the following:

Placement back on a lower team level for  
up to seven days.  
Forfeiture of up to all extra points accumulated.  
Forfeiture of up to two weeks allowance.  
Restriction to premises from two days to one  
week.  
Loss of all house priviledges including cigarettes.  
Any other reasonable penalties imposed by the  
group.

RULE: No Leaving The Program Premises Without Permission of  
the Staff.

PENALTY: Removal from the program or  
one or more of the following:

Placement on a lower team level for up to one  
week.  
Forfeiture of up to 90% of all extra points  
accumulated.  
Forfeiture of up to 90% of allowances for the  
next two weeks.  
Restriction to the premises for up to seven days.  
Loss of all house priviledges for up to seven days.  
Any other reasonable penalties imposed by the  
group.

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RULE: Do not enter staff quarters without permission.

PENALTY: One or more of the following:

Restriction to room during free time for a  
total of 24 hours.  
Fine of up to 300 pts.  
Placement on a lower team level for up to  
two days.  
Loss of house priviledges decided by group.

---

RULE: DO NOT enter another clients room without his permission.

PENALTY: One or more of the following:

Restriction to room during free time for a total of up to twelve hours.

Fine of 150 pts.

Placed on a lower team level for two days.

Loss of privileged decided by the group.

RULES: No visitors before 9 am or after 9 pm.

No visitors except parents or referral agency representatives allowed anywhere in the house other than the main floor.

No visitors received who under the influence of drugs or alcohol.

All visitors are to be approved by the staff at least one half hour prior to their arrival.

PENALTY:

One or more of the following:

Loss of weekend home visits.

Loss of visitor privilege for up to 7 days.

Fine of up to fifty points.

Loss of unsupervised time in the community.

Restriction to room for a total of twelve hours to be done during free time periods.

RULE: Curfew is 9:30 pm every night unless authorized to utilize unsupervised time in the community.

PENALTY: One of the following or several of the following:

Loss of weekend visitation privileges.

Placement on a lower team level for up to 6 days.

Fined at the rate of two points for each minute late.

Restriction to house for up to three days if more than 1 hr. late.

RULE: Do not damage program property.

PENALTY: If accidental; Compensation for damage & a fine of fifty points.

If result of carelessness; Compensation for damage & a fine of seventy-five points.

If result of intentional act; Compensation for, Loss of Allowance, & a fine of 150 points.

RULE: Clients must fill out the sign-out sheet completely everytime they leave the premises.

PENALTY: Fifty point fine, Restricted to premises for not less than one day nor more than three days, fine of not less than fifty points nor more than one hundred.

William Funk Group Home

Daily Contract

| Sun | Mon | Tues | Wed | Thur | Fri | Sat |

GENERAL APPEARANCE OF HOUSE	(maximum of 3 pts per item)						
Ashtrays are used and emptied when necessary.							
Yard and outside of house clean and orderly.							
Dishes returned to kitchen immediately after using.							
Bedroom clean and orderly. (everything in its proper place)							
Bathroom clean and orderly. (everything in its proper place)							
Personal property in its proper place. (nothing left lying around the house)							
Furniture clean and in its proper place.							

PERSONAL APPEARANCE	(maximum of 3 pts per item)						
Hair clean and groomed. (everyday)							
Teeth brushed. (everyday)							
Clean clothes. (every other day)							
Takes a bath. (every other day)							
Is properly dressed at all times.							

ACCEPTANCE OF RESPONSIBILITIES	(maximum of 2 pts per item)						
Makes constructive use of free time.							
Takes correction without argument, complaint, or loss of temper.							
Cooperates with counselors and other authorities.							
Respects property of others.							
Accepts responsibility for behavior of visiting friends and relatives.							
Keeps staff informed of whereabouts when not at the home.							
Goes to bed on time without being told.							
Gets up when called in the morning. (every morning)							
Participates in school or work program.							

HOME RESPONSIBILITIES	(maximum of 7 pts per item)						
Completes chores on time.							
Maintains chores throughout the day.							

CHORE RESPONSIBILITIES (continued)

	Sun	Mon	Tues	Wed	Thur	Fri	Sat.
Does entire chore area the first time.							
Accepts responsibility for the chore area, even though absent from the home.							

PROGRAM RULES (maximum of 2 pts per item)

Signs out when leaving the premises.							
Accepts phone calls or visitors only in accordance with house rules.							
Observes rules regarding smoking priviledges.							

CONSIDERATION FOR OTHERS (maximum of 2 pts per item)

Doesn't disturb others by loud sound. ( voice, radio, stereo etc)							
Arrives on time for all meals.							
Doesn't encourage inappropriate behavior in others. ( in any manner)							
Doesn't abuse telephone priviledges.							

IF YOU EARN MAXIMUM POINTS IN EACH AREA YOU WILL HAVE EARNED 96 POINTS PER DAY. IF YOU EARN 96 POINTS IN ONE DAY YOU AUTOMATICALLY GET A BONUS OF 4 POINTS FOR THAT DAY.

Comments:



Community  
Group  
Homes, Inc.

7 Sherman Street • Denver, Colorado 80203

Bruce L. Bartlett, Executive Director

HARRIOT HUNTER GROUP HOME

PROGRAM DESCRIPTION

HARRIOT HUNTER PROGRAM DESCRIPTION:

Harriot Hunter has a Behavior Modification Program with a Level System, a Token Economy System and Individual Contracts.

A girl enters the program on Level I. On this level, she has a daily point sheet. Her privileges for the next day are determined by her behavior today. This immediate feedback helps a girl adjust to the program standards and expectations.

On Level II, a girl has a weekly point sheet and by the time a girl reaches Level III she is off the point system completely.

The point system is used in Levels I and II. There are 20 areas a girl is graded on; 10 of these areas involve program maintenance and the other 10 involve personal interactions and attitudes. Points determine girls' privileges and curfew hours.

All girls have individual contracts which focus on personal development. These contracts are periodically reviewed and revised by each girl and counselor together. Fulfillment of her contract conditions qualifies a girl -- at the counselor's discretion -- for special outings, weekend visits and similar considerations.

Two weekly groups are run in the house -- one by Leo Kennedy and a Soft Drug Group by Terry Damanis. House groups are held at least once a week and as needs arise. Anyone may call a group at any time. Girls can receive one-to-one counseling any time.

Recreation for girls is provided by the counselors and volunteers. Volunteers also provide one-to-one relationships with those in residence. A volunteer nurse meets with the girls semi-monthly to discuss various health-related subjects.

The girls in residence are given the opportunity to serve as a Resident Assistant once they have reached Level III and have demonstrated an ability to perform supervisory duties. Hopefully, there will be progressive expansion of this facet of our program, which provides an opportunity for each girl to assume responsibility and develop judgment as well as to increase her awareness of all aspects of group living.

MONDAY - FRIDAY:

- Get up by 8:00 a.m.
- Breakfast by 9:30 a.m.
- Chores to be done by 10:30 a.m.
- Lunch dishes done at 1:00 p.m.
- Dinner (supper) at 5:30 p.m.
- Girls may have visitors from 7:00 p.m. until their individual curfew.

TUESDAY:

- 8:30-9:30 a.m. - Group run by Leo Kennedy.

WEDNESDAY:

- Volunteer takes girls out for recreation.
- Weekend requests to be in by today.
- Individual menus and grocery list due today.
- One individual contract reviewed.

THURSDAY:

- Soft Drug Group run by Terry Damanis

FRIDAY:

- Free night.
- Girls receive allowance.

SATURDAY:

- Girls may sleep in.
- Get Down Day (heavy cleaning done today).
- Girls individually fix their own suppers.

SUNDAY:

- Girls may sleep in.
- Dinner at 5:30 p.m.
- Guests may visit from 1:00 p.m. until girl's curfew.
- New chore list posted and girls sign up for chores for upcoming week.
- Point sheets are totaled and new curfews for upcoming week.



PARALEL HOUSE RULES

1. Girls are to be up by 8:00 a.m. during the week. They may sleep in on Saturdays and Sundays.
2. Chores are to be done and bedrooms cleaned by 10:30 a.m. No TV until chores are completed. Heavy cleaning is done on Saturdays.
3. Breakfast is to be eaten by 9:30 a.m.
4. Girls are to be in a program of either work or school.
5. Girls are to inform the counselor when they leave the house and also must sign out. Girls are reminded: hitchhiking is not permitted.
6. Girls may have visitors from 7:00 p.m. until their curfew during the week and from 1:00 p.m. until their curfew on weekends. Visitors are expected to comply with house rules. No men are allowed in the girls' rooms. No one who is high or drunk may come in the house.
7. Girls may use the phone between 8:00 a.m. and 10:00 p.m. Each phone call is to be limited to 20 minutes. There is to be no abusive language on the phone.
8. TV and record player are to be turned off at 10:30 p.m. during the week and by midnight on the weekend. Individual radios are to be turned off at bedtime.
9. Girls are to be in their rooms 30 minutes after their curfew during the week.
10. Supper is served between 5:30 and 6:00 p.m. Girls must be here, unless excused, or they will not eat. No snacks for those missing supper unexcused.
11. Girls are not to go into counselors' office without permission.
12. No drugs or alcoholic beverages are permitted.
13. Girls who work must save a percentage of their earnings.
14. Weekend requests must be submitted no later than Wednesday. Staff will discuss all requests and will let girls know by Thursday.
15. Everyone must show respect and consideration for others in the house. This means no loud noises, no borrowing without permission, no rough-housing and no extreme bossiness.
16. Incident reports will be written on all major incidents. Girls will be allowed to read reports written on them.

### Level I

A girl on Level I will have a daily point sheet. Her performance today will determine her privileges for the next day. She must earn 40 points to earn the basic privilege package (consisting of phone use, normal check-out privileges, TV and record player use).

A new girl will enter on this level, unless she has gone through the Hernandez program. Girls may earn extra points to buy a later curfew. No other special privileges may be purchased with extra points.

Girls who are busted to Level I may not have week-ends and cannot buy a later curfew.

A girl can move to Level II by maintaining at least 200 points a week for three consecutive weeks, by having full participation in her work or school program, and by having no major incident reports. For every major incident report, a girl's time on Level I is extended by one week.

### Level II

On Level II a girl will be on a weekly point system. She must get 280 points to earn the basic privilege package for the week. Weekly points will also determine curfew; the latest curfew is earned by maintaining at least 315 points for the previous week.

A girl earning over 325 points can buy extra privileges such as late TV, extra allowance, late phone privileges, more curfew time.

A girl can move to Level III after a minimum of four continuous weeks of 315 points.

A major incident busts you to Level I

### Level III

A girl does not need to earn points for privileges on this level. This is a merit system; privileges at this level are automatic and a girl is expected to fulfill her responsibilities on her own. She may still accumulate points for extra chores for buying special privileges or to work for something special she needs.

The bedroom on the first floor is a Level III room. A girl on Level III may have her radio on at night.

After four consecutive weeks on Level III the house will give the girl something special.

If a girl is busted on Level III, she goes to level I. A girl is allowed one general warning. After the warning, a major incident busts her.

EVALUATION AREA	MON	TUE	WED	THUR	FRI	SAT	SUN
Respects neighborhood (no loud playing, loud radios, noise on neighbors property, etc.)	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Takes responsibility for behavior of visitors	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Shows respect for the feelings of others and tries to help them	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Cooperates with counselors and other adults	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Gets along well with other girls	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Does not con or manipulate	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
able to take correction without arguing or losing her temper	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Willing to talk out differences with others at a mature level	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Does not participate in or encourage negative behavior	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Fulfills individual contract	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
TOTAL							

COMMENTS:



EVALUATION AREA	SUN	SUN	SUN	SUN	SUN	SUN	SUN
Does chores without being reminded	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Keeps room clean	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Adheres to curfew	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Does not abuse phone	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Shows respect for house rules	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Keeps clothing clean and follows laundry regulations	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Follows rules on record players, radios and T.V.	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Washes up on time Goes to bed on time	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Shows respect for the property of others (asks before borrowing or going into another's room, etc.)	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
Participates in school or work program	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1	3 2 1 -1
TOTAL							

EXTRA POINTS:

COMMENTS:



Community  
Group  
Homes, Inc.

827 Sherman Street • Denver, Colorado 80203

Bruce L. Bartlett, Executive Director

RUPERT J. HERNANDEZ GROUP HOME

PROGRAM DESCRIPTION

## RUPERT J. HERNANDEZ GROUP HOME

Program Summary: The Rupert J. Hernandez Group Home is a short-range, open, co-educational (licensed residential care) group home for adjudicated juvenile offenders between the ages of ten and eighteen years of age, who require temporary placement services preliminary to placement somewhere else on a long-range basis. The program serves youth on a twenty-four hour a day, seven days a week schedule, under the direct supervision of a Residential Director I, Houseparents, and other supportive staff.

In addition to general counseling and guidance, the program provides individual and group psychological services; psychiatric evaluation services; supplemental educational services; correctional guidance counseling; job development, placement and follow-up; training in basic living skills; residential and community-based recreational services; the coordination of existing community services, and volunteer services.

Program Population: 5 males - 5 females

Admissions: The program accepts all categories of adjudicated juvenile legal offenders. Of those referred (Committed and Non-Committed CHINS and Delinquents), they are funded by purchase of service allocations from the Colorado State Department of Institutions, Division of Youth Services. All referrals must be made to the Community Group Homes, Inc. Central Admissions Committee. The Rupert J. Hernandez Group Home has devoted four (4) beds to juvenile offenders with Impact backgrounds, and the remaining six (6) beds to juvenile offenders with general arrest and/or offense backgrounds.

Placements: All referrals, including emergency referrals, are to be made to the Chairman, Admissions Committee, Community Group Homes, Inc., 827 Sherman Street, Denver, Colorado 80203. (303) 534-2310.

Materials which must accompany all applications for admission include: General Information Sheet, Medical Examination Form, Social History, Psychological Evaluation (if available), Offense and Arrest Record, Correctional History, a one-page letter to the Executive Director clarifying client's current status as well as the recommendation for placement, and all other pertinent data or material from the referral agency.

Emergency Placements: Program services are available on an emergency basis as space is available. Emergency placements constitute situations in which the referral has no other resource to serve his/her immediate needs. An Admissions Committee meeting must be held within fourteen (14) working days of placement, and at this time placement may or may not be confirmed.

Program Information: For program information, contact the Residential Director I at the Rupert J. Hernandez Group Home, 1330-32 Clayton Street, Denver, Colorado 80206. (303) 333-5378.

Address all inquiries to: Mr. Bruce L. Bartlett, Executive Director, Community Group Homes, Inc., 827 Sherman Street, Denver, Colorado 80203. (303) 534-2310.



P. 3.

RUPERT J. HERNANDEZ GROUP HOME

Team Levels, Point Systems & Individual Contracts\*

Upon entering the Rupert J. Hernandez Group Home, a client is placed on house restriction for approximately the first week in residence. The client's team level is determined by a number of factors which include attitude, following the daily house schedule and rules, acceptance of personal responsibilities concerning conduct and program maintenance, and other related factors.

The above is described in the Daily and Weekly Score and Chore Chart\* which is tracked on the master schedule located at the Rupert J. Hernandez Group Home.

Providing the client is not a "special case," (e.g., soon to be emancipated or has failed to remain on a team level and is on a special treatment level), the client will be entered on Team Level I. Daily points are recorded until the client earns 100 points in a seven day a week period of time, at which time he or she will be advanced to Team Level II. On this level, points accumulated in a given week will determine privileges for the following week. A total of 85 points is required to be maintained in order to remain on Team Level II (weekly). Providing a client remains on Team Level II continuously for a period of time, he or she then earns the status of group home emancipation.

\* Attachments: Daily Schedule, Daily Chore Sheet, Behavior and Attitude Point System, Score Sheet, Household Chore Point System.

## HERNANDEZ GROUP HOME DAILY SCHEDULE

7:00 - 8:00 Everyone out of bed, dress, make your bed and straighten your room. Collect own soiled laundry and keep it in a bag in your closet. Wash on your assigned day except with permission.

8:00 - 9:00 Breakfast and begin assigned household chores.

9:30 A.M. Breakfast to be over and sinks cleaned.

10:00 Living rooms and kitchen to be presentable by this time.

10:30 Major cleaning & Household Projects to be started. Some projects such as painting or major repairs may take several hours.

12:00-1:00 Lunch

4:30 P.M. Cooks in kitchen to start meal preparation.

5:00 - 6:00 Dinner

7:00 P.M. Dishes finished and Kitchen clean.

8:00 Group meeting or planned house activity.

10:00 Bed Time

Later bed time on weekends as announced.

HERNANDEZ GROUP HOME DAILY CHORE SHEET

NAME

SPECIFIC GROUP OF TASKS

Dishes, wash after each meal, put away when dry. Keep sinks clean and cupboards above sinks neatly stacked.

Wash pots and pans, keep counter clean also stove and refrigerators. Mop the kitchen floor once a day.

Set the table for dinner, clear table after each meal. Put cereal, sugar and milk out on the dining room table for breakfast. Keep floor in dining room clean.

Living room: Vacuum once a day and keep straightend. See that ashtrays are emptied and pop cans removed from all areas of the downstairs.

Recreation room and stairways, keep clean. Vacuum office once a week.

Boys Bathroom and upstairs hall. Be sure there are such needed supplies; soap, shampoo, toilet tissue and deodorant.

Girls Bathroom; same as above. Laundry room is to be kept clean as well as pantry.

Empty trash. Be sure it is in a securely tied bag, neatly stacked at the back of the garage. Back porches to be kept swept as well as front and back yards kept clean.

For your assigned daily Household Chore, performed satisfactorily as possible. 10 points may be earned; or on a sliding scale to -1. 70 points plus 30 points on your Daily Personal Point Sheet equals 100 points for a weekly total.

NAME \_\_\_\_\_

Age \_\_\_\_\_

BEHAVIORAL ITEM	MON	TUE	WED	THUR	FRI	SAT	SUN
Wakes up on time;	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
Gets to bed on	-1	-1	-1	-1	-1	-1	-1
Keeps room	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
clean daily	-1	-1	-1	-1	-1	-1	-1
Does chores	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
without being	-1	-1	-1	-1	-1	-1	-1
reminded							
Follows rules on	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
record players,	-1	-1	-1	-1	-1	-1	-1
T.V., radios							
Keeps clothing &	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
Bedding clean	-1	-1	-1	-1	-1	-1	-1
Shows respect for	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
the property of	-1	-1	-1	-1	-1	-1	-1
others							
Puts things away	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
when finished	-1	-1	-1	-1	-1	-1	-1
(house equipment)							
Participates in	6 4 2	6 4 2	6 4 2	6 4 2	6 4 2	6 4 2	6 4 2
school, work and/or	-1	-1	-1	-1	-1	-1	-1
house program							
Respects neighbor-	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
hood (no loud	-1	-1	-1	-1	-1	-1	-1
music, radios, etc							
going on property)							
Shows respect for	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
feelings of others	-1	-1	-1	-1	-1	-1	-1
Cooperates with	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
counselors and	-1	-1	-1	-1	-1	-1	-1
other adults							
Gets along well	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
with other people	-1	-1	-1	-1	-1	-1	-1
Willing to talk out	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
differences at a	-1	-1	-1	-1	-1	-1	-1
mature level							
Fulfills indi-	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1	3 2 1
vidual needs of	-1	-1	-1	-1	-1	-1	-1

A possible 45 points may be earned per day; a possible 315 may be earned for the week.

\* See Explanation of Points for further evaluation.

HERNANDEZ GROUP INC - Score Sheet

Points: 3 2 1 -1 Daily, Monday through Monday

Gets up on time,  
goes to bed on  
time.

Keeps room  
clean daily.

Does chores  
without being  
reminded.

Follows rules on  
record players,  
T.V. & radios.

Keeps clothing  
& Bedding clean.

Participates: (6Pts.)  
School  
Job  
House Program

Respects the rights  
of others.

Not putting others  
down.

Puts things away  
when finished  
using, tools etc.

Mon.	Tue.	Wed.	Thur.	Fri.	Sat.	Sun.	Mon.	Tue.	Wed.	

Extra Points may be earned for EXTRA CHORES.

EVALUATION: (Weekly)

R.J. HERNANDEZ GROUP HOME

	MON.	TUES.	WED.	THURS.	FRI.	SAT.	SUN.
Dishes	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0
Kitchen	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0
Dining Room Table Setting	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0
Living Room	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0
Recreation Room, Front Hall, Office	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0
Boys Bathroom stairs Hall	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0
Girls Bathroom Laundry Room & Stairs (2)	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0
Trash; Yards Porches, Stairs	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0	10 8 6 4 2 0

For your assigned daily Household Chore, a possible 10 points may be earned; or on a sliding scale at two point intervals to 0.

See Explanation of Points for further evaluation

APPENDIX IX



## PERSONNEL POLICIES

### I. Application

A written resume and/or the standard application for employment must be submitted to the Administrative Office by all prospective employees.

All applications must contain the following information:

1. Name, Address, Telephone
2. Age
3. Job Position sought
4. Education
5. Experience
6. Salary Desired
7. When available for position
8. Additional Qualifications

### II. Job Classification

Job Classifications and Summaries are available from the Administrative Office.

### III. Employment Procedures

**Executive Director:** The Executive Director shall be employed and released at the discretion of the Board of Directors.

**Other Staff:** The Executive Director is responsible for the employment and release of all staff members.

### IV. Separation Procedures

Written notice given by either the Executive Director or the appropriate staff member must be given two (2) weeks prior to separation or resignation.

The Executive Director may separate any employee at his discretion.

Alternate Houseparents/Counselors may appeal their dismissal by Director-Houseparents to the Executive Director.

Upon separation or resignation, vacation time will be paid, but vacation time may not be counted as time of notice.

### V. Incremental Salary Increases

Raises are given all personnel upon the recommendation of the Administrative Office. Annual performance appraisals



PERSONNEL POLICIES

Page 2

for all staff are required to be made before July 1 of each year.

Recommendations for salary increases will be submitted every six (6) months.

VI. Office Hours

Office hours for all administrative personnel are from 8:00 am to 5:00 pm.

VII. Pay Periods

Pay Day is the 5th of every month, or the closest working day prior to the 5th.

VIII. Sick Leave Notification

All administrative personnel are required to notify the Administrative Office on or before reporting time if they are ill and unable to report for work.

IX. Transportation

Each staff member is expected to arrange suitable transportation to and from work.

Director-Houseparents must have an automobile in suitable running order, insured with proper coverage.

Staff members required to utilize their personal transportation during the course of their work shall be reimbursed with a Mileage Allowance. Staff members must keep a travel expense record on forms provided for this purpose, and a record of travel expenses shall be submitted to Business Management.

X. Insurance

Insurance benefits of various kinds are available to all full-time employees by arrangement with the Administrative Office.

XI. Vacation and Sick Leave

Specific vacation time periods will be granted at the discretion of the Administrative Office.

Full-time staff members who have completed six (6) months of continuous employment by the anniversary date of employ-

ment to a one (1) week vacation with pay. Full-time staff members continue to be eligible for one (1) week vacation every six (6) months. Vacation time is not to exceed more than two (2) weeks during any one year period. Exception to this provision may be granted by the Administrative Office.

Staff members separating from the organization shall receive vacation pay unused by the time of separation on a prorated basis.

XII. Sick Leave

Administrative staff members shall receive one (1) day per month Sick Leave, not to exceed thirty (30) days, cumulative rate.

Sick Leave for a period in excess of three (3) days must be accompanied by a Doctor's letter or memorandum, or a salary deduction will be made on a prorated basis.

Abuse of Sick Leave may result in dismissal.

XIII. Leave from Job

All staff may request up to three (3) days Leave from Job in case of a death in the family, or other emergencies.

Leave from Job shall be deducted either as Sick Leave or Vacation.

XIV. Memberships

Cost of memberships in agencies or organizations related to staff members current position within the organization shall be reimbursed by the organization upon the approval of the Administrative Office.

XV. Exceptions

Any exceptions to the above-delineated policies must be made upon arrangement with the Administrative Office.

XVI. Changes

Any changes in the above-delineated policies must be established in writing, and published by the Administrative Office for the perusal of all staff members.

PERSONNEL POLICIES

January 18, 1973 - Revision.

All staff will be employed on a probationary basis during the first ninety (90) days of employment.

After the successful completion of the ninety (90) day probationary period, employees will be classified as regular staff.

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Health and accident insurance is provided all Director-Houseparents as a regular benefit.

All other staff are provided group coverage at a nominal rate which is deducted from their payroll.



# Memorandum

TO: All Staff Members and  
Contract Personnel

DATE: Sept. 28, 1973

FROM: Bruce L. Bartlett *B. L. B.*

SUBJECT: Monthly Client Evaluation  
Reports

The following represents the guidelines which are to be followed when preparing monthly client evaluation reports:

1. The client evaluations are due every first day of the month on or before 5:00 p.m. at the Administrative Office.
2. The first 30-day report written on all juveniles in residence is to describe the following:
  - A. The client dispositional plan developed by the Central Admissions Committee, the program staff, and other concerned agencies and/or individuals.
  - B. A description of how the client was phased into the program.
  - C. The client's adjustment to the program to date, i.e., attitude, activities, etc.
3. Each monthly report, after the first 30-day report, up until program completion or termination, is to describe the following:
  - A. Progress to date.
  - B. Activities
  - C. Other -- Treatment reports from the Correctional Guidance Counselors; Malcolm-X Center for Mental Health, and other individuals and/or agencies.

4. Once a client has reached the point of preparing to complete the program, a placement plan is to be written prior to the termination of the juvenile in residence.
5. Upon completion or termination from the program, a summary report on progress made by the client while in residence, and why he or she has completed the program or has been terminated, should be prepared.
6. Follow-up reports should be written on a monthly basis thereafter until the follow-up process is completed.

These guidelines are immediately in effect and all reports not complying with same will be returned to the appropriate staff member.


Thank you for your cooperation.



# Memorandum

TO: All Program Staff  
and Contract Personnel

DATE: Oct. 17, 1973

FROM: Bruce L. Bartlett 

SUBJECT: Follow-Up Procedure

Effective October 1, 1973, all group home program staff personnel will be responsible for follow-up on all clients terminated from the various group homes since September 1, 1973. Termination implies the following:

All clients who have successfully completed a program within the group home and returned to their natural home or to some other placement outside Community Group Homes, or clients who have been released from the program due to program failure, i.e., runaway, etc.

The follow-up procedure is to be recorded periodically in time intervals of 30 days, 60 days, 90 days and the sixth and twelfth months. All clients' files after the twelfth month are then to be sealed and delivered to the Administrative Office of Community Group Homes. Follow-up reports are to be written every 30 days, 60 days, 90 days and the sixth and twelfth months.

Thank you for your cooperation.



# Memorandum

TO: Staff Personnel  
Community Group Homes, Inc.

DATE: Jan. 15, 1974

FROM: Bruce L. Bartlett  
Executive Director

*R. I. S.*

SUBJECT: Training Services Policy

All staff personnel of Community Group Homes, Inc., will be required to attend the following training sessions which have been scheduled throughout the first quarter of 1974.

As in the past, Malcolm X Center for Mental Health will be asked to provide volunteer manpower to work in the group homes in order to relieve the staff so they are able to attend these sessions. If for any reason Malcolm X is not able to provide enough volunteers for all of our group home programs, it will be the responsibility of each Residential Director to contact community resources to provide this coverage. Examples are as follows: United Way, local churches, college students, etc.

First Aid Training will be required for all residential staff personnel. Residential Directors will be issued Red Cross first aid training schedules and are to ensure that each staff member, as well as themselves, are in attendance. The First Aid Training is to be completed by April 1, 1974.

Individualized training is possible for those residential staff members who require intensive training relative to their job responsibilities within the group home program. Residential Directors are to document in memoranda form who the employe is and his special treatment needs and submit them to the Administrative Office for review and scheduling. This type of training service is on-going and available immediately.

It is the responsibility of each Residential Director to provide on-the-job training to all Residential Staff Personnel on a systematic basis. On-the-job training is to be conducted along the following guidelines:

- A.) Initial orientation: A discussion of the group home programs, introductions, and a clear delineation of their job duties and responsibilities.
- B.) A tour of all group home facilities and the Administrative Office.
- C.) A tour of the Denver Juvenile Court and the Division of Youth Services; and
- D.) the development of an on-going, on-the-job training schedule tailored to meet the needs of the individual staff member and the group home he is residing in.

Finally, all staff personnel who wish to pursue additional college education, accredited courses in the field of corrections or related areas, or become involved in training workshops, please contact the Executive Director for assistance.



APPENDIX X

38.-1      PROJECT SUMMARY:

A community-based program is proposed which will continue to provide residential, mental health, and community-based rehabilitation services to a high recidivist, (Recidivism: two or more arrests and/or adjudications of offenders for stranger-to-stranger crimes), group of youthful high impact offenders in the city and county of Denver. The Youth Recidivist Reduction Program will focus on the reduction of the following LEAA mandated impact crimes of robbery, assault, burglary and rape committed by youth between the ages of 10 and 18 years of age. First time youthful impact offenders will be a part of the program, but only on a secondary priority basis relative to the Denver Juvenile Court, Division of Youth Services, and other youth serving programs. In addition, multiple theft offenders will be included as a part of the overall Youth Recidivist Reduction Program to the extent of 25% of the total population to be served in residence due to their potential impact nature.

Residential care, differential mental health treatment services and differential community rehabilitation services will be provided by Community Group Homes, Inc., through the continued utilization of two semi-closed group homes and one short-term open residential care group home.

The John Robert Evans Group Home (semi-closed) will continue to facilitate residential program services for adjudicated juvenile legal offenders, i.e., robbery, burglary, assault and rape cases, referred by the Denver Juvenile Court and the Division of Youth Services. This particular program will provide 15 beds for an average time period of from four to six months and with no maximum limit of stay. The program will allow those in residence the opportunity to either attend school internally or externally or be involved in a vocational effort in the community. In addition, residents will also receive community services and resource benefits while being detained. Mental health services will include diagnostic and evaluation, individual, group and family therapy, emergency crisis care, and after-care and follow-up services.

The treatment modalities to be continued in the John Robert Evans Group Home are those of behavior modification relative

38.-1 PROJECT SUMMARY: (Continued)

to a point system based on weekly chore responsibility assignments, school performance, and behavioral and attitudinal factors. Differential treatment team levels will be in effect at all times in the program and consist of levels I, II and III, all of which have varying rules and privileges as delineated in the methodological section of the proposal.

The location of the program is at 1620 Franklin Street, which is in the east and northeast quadrant of the city.

The Kenneth P. Joos Group Home, (semi-closed), will continue to also facilitate residential care program services for highly-recidivistic juvenile impact offenders. The program will not continue as an open facility but will offer instead identical residential care and differential treatment services as those fostered at the John Robert Evans Group Home. The location of the program is at 1546 Williams Street, the client capacity will continue at 15, and the average length of stay will be from four to six months with no maximum limit of stay.

The Rupert J. Hernandez Group Home will be added to the service delivery continuum of the Youth Recidivist Reduction Program and will be operated as a small, community-based, differential treatment group home for impact offenders. The program structure will consist of similar treatment modalities as delineated above with some modifications due to the short-term nature of the facility. The average length of stay will be from one to three months with a maximum length of stay of no longer than three months. The capacity of the program will be ten impact offenders and the location of the program is at 1330-32 Clayton Street in the east and northeast quadrant of the city. The purpose of the program will be to offer an open setting to those impact offenders who require temporary placement services preliminary to placement somewhere else on a long-range basis.

The Youth Recidivist Reduction Program proposes to reduce recidivism again by 25% to 35% among the target youth recidivist population placed in residence at the existing two semi-closed and one open group home programs. In addition, the proposed project will serve annually approximately

38.-1 PROJECT SUMMARY: (Continued)

115 youthful impact recidivists in the following way: 37.5 youthful impact offenders in the John Robert Evans Group Home; 37.5 youthful impact offenders in the Kenneth P. Joos Group Home; and 40 youthful impact offenders in the Rupert J. Hernandez Group Home. All of the former data will be determined through the collection of statistical information and data gathered by the Denver Juvenile Court and the Division of Delinquency Control of the Denver Police Department on youth coming back through the system.

**END**

*7/25/50*