

ALASKA LEGISLATURE COMMITTEE FILES 1987-1988 8672

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Primary Causitive Factors

- Lack of community education about the issues of adolescence and how to survive as a parent of an adolescent with sanity intact.
- Breakdown in the communication process between parent and youth
- Lack of community education about the rights of parents, the way the child protective system operates, and the rights of youth
- Lack of an established mechanism for tracking and detaining runaways

Secondary Causative Factors

- 1) Lack of availability to extended families who could serve as role models, interveners and helpers to parents.
- 2) Lack of parenting classes directed at dealing with teenagers.
- 3) Decline in the economy and consequent stress on parents.
- 4) Mixed messages from Police and DFYS about the system's ability to respond to the problem.
- 5) Lack of parent training prior to parents having children.

Sources

Testimony by Parents

III. SERVICES TO ADDRESS THE PROBLEM CATEGORIES AND IDENTIFIED CAUSES

A. GAPS IN SERVICE

There is no established, formal or categorical system of runaway programs such as there are for substance abuse, child abuse, domestic violence and sexual assault or mental health programs. There are also no state or municipal funding sources or mechanisms specifically dedicated to or available for services to runaway and homeless youth and their families. There are major gaps in the service delivery system and major unmet needs for runaway and homeless youth, their families, and the agencies which serve them. Also, all of the services currently available to runaway or homeless youth and their families are operating near or at their capacity to provide services.

1. Prevention

a. Public Education

The general public and professionals working in youth-related services are generally unaware of the nature and extent of the runaway problem. There can be relatively little hope of significantly increasing services or improving access to services without increasing public awareness and concern about the problem and its solutions.

Existing gaps in the area of public education include a lack of: adequate or current media coverage; public service announcements; workshops and conferences; and adequately funded in-service and inter-agency training specific to runaways youth and their families.

b. Prevention/Early Intervention

There is currently very little prevention or early intervention targeted toward the runaway problem. There are no skill-building curriculum components in the public school system which address specifically the needs, issues, problems or behaviors of runaway youth.

i. Public School Prevention Curriculum

Specifically there are no curricula or curriculum components within the public school system which address the needs, issues, problems or behaviors of runaway youth. There is a two-week component on decision-making in junior high health classes. All students are required to take these classes.

Such a service component would provide primary and secondary level education curricula or curriculum components designed to prevent the occurrence of runaway behavior, or address the problems which under-ly such behavior. A tenth-grade course, Healthy Life Skills, has been developed which includes an emphasis on family living, mental health issues, decision-making, and coping skills. While approved by the School Board, it has yet to be implemented due to lack of funds.

The Municipal Family Planning program operates a program which provides runaway related information to "troubled" teens. This effort represents one of the only targeted education/information programs for school-age youngsters.

ii. Parent/Foster Parent Training

Parenting and foster parent training programs which are geared specifically toward runaway problems do not currently exist.

Generic parenting courses could be of value in preventing runaway problems. However, there is a shortage of such parenting programs for parents of teenagers. There is even less available for foster parents and teen parents, despite the high incidence of chronic runaways from foster care placements and the high incidence of teen pregnancy.

iii. School Drop-Out/In-School Suspension Programs

The School District does not have an in-school suspension program for runaways or castaway youth. It is only for alcohol or drug related suspensions.

Although the SAVE I and II, SEARCH, and Re-Start programs are designed to prevent drop-outs or re-involve students in school, there are no programs to meet the needs of youth who have limited family support, who lack advocacy for their re-entry into the Anchorage School District (ASD), who lack the motivation required for the current ASD programs, or who have drug and alcohol use/abuse, self-discipline or self-esteem problems. These youth frequently have poor educational skills as well. Runaway and homeless youth tend to have these characteristics.

Drop-out prevention efforts include the SAVE I and II, SEARCH, and Re-Start programs on the part of ASD and serve 650 children. Also, the Anchorage Education Association is developing some drop-out prevention programs as part of a National Education Association effort called "Operation Rescue." These programs have no assurance of funding and will be small projects.

In view of the correlation which exists between repeat or chronic runaway (and castaway and homeless) youth and school drop-out status, school-based programs which are designed to reintegrate drop-outs into the school system could prove to be a valuable intervention strategy for preventing or limiting the growth of further and more serious problems.

iv. High Risk Identification

There are currently very few programs designed to identify families or youth at high risk of becoming runaway or castaway casualties. The first step required would involve design of an instrument, a protocol or a method for assessing risk. Some scaling of risk potential should help in determining the most appropriate type and degree of intervention to be provided.

The Anchorage School District has two programs to assist in this identification. "Step-Up" is designed to iden-

tify children who score in the lowest quarter of the Standard Achievement Tests. These children are considered to be at risk of becoming a drop-out. Once identified, special efforts are made to improve the students' scores and school involvement.

"Core Teams" of teachers, counselors, and parents have developed for all the junior high schools and all but two of the high schools. These teams act to identify youth who are generally "high-risk" for school problems due to child abuse, divorce, sexual abuse, alcohol/drug use, etc. with great attention to pre-runaway factors, these teams could be instrumental in the effectiveness of prevention and early intervention activities.

2. Intervention

a. Information and Referral Services

Although there are a number of different agencies which provide Information and Referral (I&R) services, there is no single, consistent or reliable source of I&R services.

Information and referral services should be streamlined as much as possible in order to reduce confusion and duplication which often leads to parents or youth who are in need "falling through the cracks" or giving up in frustration before they receive any help.

A single, 24 hour, seven day per week I&R number would be a valuable means of streamlining the system. It would be critical for such a number to be clearly identified and continually publicized as a "runaway number" for the benefit of the public at large and for all potential referring agencies and organizations.

In addition, a major function of a central I&R service would be to quickly determine the nature of the problem, identify the most appropriate type of service for meeting this need, make a referral to the most appropriate agency (or transfer

the call, have that agency call the prospective client, etc.) and follow up the referral to determine whether or not the referral was successfully completed.

b. Drop-in Center/Refuge

Existing services are not designed to reach the chronic runaway or street youth who have already "emancipated" themselves and exist outside the framework of the human services system. Moreover, current services would be too understaffed and poorly equipped to respond to this population if they were to present themselves for help.

A centrally located drop-in center (similar to the Brother Francis Shelter, with facilities for short-term or overnight sleeping arrangements, and meals) would prove to be a valuable vehicle as it has in other cities for reaching this largely unserved population.

Such a program would offer limited intake, screening and follow-up services in addition to basic I&R and emergency shelter services. Issues to be considered when implementing a Drop-In Center program include the notification of parents.

c. Intake Services

There is currently no single or standardized system for providing intake services. At present, there are basically three agencies (DFYS, Alaska Youth and Parent Foundation, and Family Connection) which perform the sort of intake function which is necessary and which should be distinguished from general program or agency admission procedures.

A central intake service would represent the point at which an individual becomes actively and formally involved with the system. Essential services or functions would include gathering basic client information, defining the presenting problem, evaluating client needs, determining appropriate objectives and effecting the recommended program transfer or referral. In addition, a central intake service would pro-

vide crisis counseling, problem-solving or resolution services on an immediate, as-needed basis.

In view of the statutory requirements regarding child abuse and neglect, there must be, in effect, a State-operated intake system for runaway and homeless youth who are deemed to be Children in Need of Aid. In view of the practical realities and constraints of this intake system (operated by DFYS), there also needs to be an intake system for runaway and homeless youth who do not appear to meet DFYS intake requirements.

A central intake component could be an effective complement to the DFYS intake system. This central intake could be operated jointly by two or more service provider agencies.

d. Emergency Shelter Services

Based on current demand, there is an immediate need for 15-30 additional shelter beds. There is every reason to predict an even greater increase in the need for shelter beds (and for outpatient, runaway support services as well), if: 1) the runaway problem were to receive better publicity, 2) more people were aware of available program resources, 3) current difficulties related to statutory authority and liability were resolved, and 4) improvements were made in current referral and follow-up procedures. Providing this service could be made less expensive if licensing requirements for adolescent residential facilities were changed to be less restrictive.

Furthermore, if proposed efforts to reach the currently unserved and chronic street populations were to be successful, there would be a need for additional voluntary and involuntary beds, and for those services which should be included as part of a drop-in center program.

e. Long-term Shelter Services

Long-term options for residential care, such as group homes for adolescents, are too minimal to meet the current needs of

runaway and homeless youth. Such community-based facilities would meet the needs of a large group of youngsters who require a structured alternative to home or institutional placement. Group homes could also serve youth who are not runaways or castaways but who share similar needs and problems.

f. Runaway Support Services

Included in this category of services are a wide range of non-residential services (which are currently provided primarily by AYPF and Family Connection) which focus on the runaway or castaway episode and its attendant circumstances.

A network of direct support services needs to include the formal and informal counseling, referral, case management, guidance and support. These services are offered to runaways and their families by local police, school district personnel, health care providers, clergy, parent and youth support groups, non-profit services providers, and state social service and court system agencies.

It is unlikely that a single runaway support agency would be able to meet the needs of all of its clients. In view of the number of agencies which are often involved, and the multiple problems of many runaways and their families, it is very likely that a single agency would be needed to coordinate, facilitate, and monitor the various referrals which are likely to be made in such cases. The runaway support service agency which receives the original referral (from DFYS, Central Intake or Voluntary Shelter) appears to be the agency which is best suited for this coordination or case management role.

The counseling, therapy, skill and advocacy services which the support agency provides would be adequate to deal with and resolve the problems of many of its clients. More specialized, intensive or long-term intervention may be necessary for other clients. These clients would require

referral to an ancillary support service, monitoring, and follow-up by the runaway support service agency.

The system also needs greater coordination at both the interagency and individual case level. In order for such coordination to be successful there must also be the development and integration of uniform or compatible intake, referral and data collection systems, as well as inter-agency agreements governing such systems.

The current support system is operating at the upper limit of its resources. Therefore, any progress which results in reaching more of the population at risk and in need, or in providing better services to those who are already served, will require additional resources for this component.

g. Ancillary Support Services

There are a variety of services available in the community which could serve as more valuable resources for runaway clients if they could be accessed in a more predictable and systematic fashion. There would need to be an improvement in case management and follow-up which was discussed above.

There is a significant incidence of school suspension and drop-outs, unemployment, sexual and physical abuse, neglect, family conflict, alcohol and drug abuse, and medical and legal problems among the population of runaway, castaway, and homeless youth. Unless underlying causes or attendant problems are also dealt with, attempts to solve runaway problems will meet with failure.

In order to successfully obtain these often critical ancillary services, runaway support agencies must have the time and staff to provide the necessary case referral, management and follow-up services.

Similarly, liaison must be established and maintained with ancillary programs in the areas of alcohol and drug abuse treatment, child abuse and sexual assault, vocational educa-

46. APD COUNSELORS	3.63	1.27	0	2.36	2. \$\$ FOR MNTL HLTH	3.10	1.32	0	1.78
31. ADVOCACY	3.15	1.16	0	1.99	31. ADVOCACY	2.60	0.91	0	1.69
11. LEGAL EMANCE.	2.75	1.28	0	1.47	11. LEGAL EMANCE.	2.42	0.99	1	1.43

Recommendations	AVERAGE	Priority STANDARD DEVIATION	N/A	AVG.-S	Recommendations	Overall Average
PREVENTION					PREVENTION	
25. HOMEBASED	4.00	0.81	0	3.19	15. PAR SUPT GRPS	3.50
21. SAVE I & II	3.87	0.81	1	3.06	9. PUB REL.	3.47
28. INCR VOC OPP	3.45	0.86	0	2.59	22. I & R	3.47
29. INCR COORD	3.65	1.10	0	2.55	29. INCR COORD	3.44
9. PUB REL.	3.60	1.06	0	2.54	13. PARENTING ED	3.26
15. PAR SUPT GRPS	3.43	0.93	0	2.50	12. HELPERS-SCHOOLS	3.25
32. FAM COUNSLING	3.18	0.94	0	2.24	28. INCR VOC OPP	3.23
35. SCHL CNSLERS	3.40	1.22	0	2.18	21. SAVE I & II	3.22
44. NAT. ATTENT.	3.39	1.21	2	2.18	25. HOMEBASED	3.21
12. HELPERS-SCHOOLS	3.14	0.98	2	2.16	35. SCHL CNSLERS	3.14
22. I & R	3.00	1.03	0	1.97	31. ADVOCACY	3.04
13. PARENTING ED	3.13	1.19	0	1.94	36. PAR. RIGHTS ED	2.92
5. WORKING GRP	3.05	1.16	0	1.89	58. PRVT INDUSTRY	2.91
47. REPORT CARDS	2.75	1.04	2	1.71	32. FAM COUNSLING	2.86
31. ADVOCACY	2.70	1.01	0	1.69	44. NAT. ATTENT.	2.83
2. \$\$ FOR MNTL HLTH	2.85	1.19	0	1.66	47. REPORT CARDS	2.79
50. PRVT INDUSTRY	2.95	1.43	0	1.52	8. NEEDS ASSESS.	2.78
36. PAR. RIGHTS ED	2.58	1.24	0	1.34	5. WORKING GRP	2.75
8. NEEDS ASSESS.	2.10	1.02	0	1.08	42. \$ TO ED PAR.	2.61
42. \$ TO ED PAR.	2.39	1.34	2	1.05	2. \$\$ FOR MNTL HLTH	2.00

INTERVENTION					INTERVENTION	
25. HOMEBASED	4.00	0.81	0	3.19	45. HOTLINE	3.87
21. SAVE I & II	3.87	0.81	1	3.06	19. INTR PROTOCOL	3.78
35. CRISIS INTERV.	4.00	0.96	0	3.04	49. REPORT TO DFYS	3.70
14. DROPIV CNTR	4.00	1.05	0	3.03	51. SECURE DETENT	3.68
51. SECURE DETENT	3.92	1.03	0	2.89	23. IN-SCHOOL SUSP	3.68
19. INTR PROTOCOL	3.78	0.91	0	2.87	26. CRISIS INTERV.	3.63
23. IN-SCHOOL SUSP	3.88	1.07	0	2.81	15. PAR SUPT GRPS	3.50
49. REPORT TO DFYS	3.72	1.01	0	2.72	22. I & R	3.47
33. COMM. BEDS	3.87	1.20	1	2.67	29. INCR COORD	3.44
18. OUTREACH	3.47	0.82	1	2.65	40. CHANGE CODES	3.42
33. INCR FOSTER CAR	3.60	1.00	0	2.60	33. INCR FOSTER CAR	3.41
45. HOTLINE	3.73	1.14	0	2.59	52. RUNAWAY DETENT	3.39
7. DROPOUT ED	3.53	0.94	0	2.59	14. DROPIV CNTR	3.35
29. INCR COORD	3.65	1.10	0	2.55	48. REPORT R/A'S	3.33
15. PAR SUPT GRPS	3.43	0.93	0	2.50	10. CENTRAL INTAKE	3.28
39. DFYS STAFF	3.74	1.28	1	2.46	12. HELPERS-SCHOOLS	3.25
40. CHANGE CODES	3.58	1.18	1	2.40	43. TRAIN FOSTER	3.23
6. SPECIFIC \$\$	3.50	1.11	0	2.39	21. SAVE I & II	3.22
3. CLEARINGHOUSE	3.55	1.28	0	2.27	7. DROPOUT ED	3.22
52. RUNAWAY DETENT	3.68	1.42	0	2.26	25. HOMEBASED	3.21
32. FAM COUNSLING	3.18	0.94	0	2.24	35. SCHL CNSLERS	3.14
43. TRAIN FOSTER	3.24	1.03	1	2.21	34. SPEC. INST BED	3.05
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44. NAT. ATTENT.	3.39	1.21	2	2.18	38. COMM. BEDS	3.03
10. CENTRAL INTAKE	3.53	1.35	0	2.18	6. SPECIFIC \$\$	2.99
12. HELPERS-SCHOOLS	3.14	0.98	2	2.16	46. APD COUNSELORS	2.95
48. REPORT R/A'S	3.24	1.12	1	2.12	36. PAR. RIGHTS ED	2.92

vide crisis counseling, problem-solving or resolution services on an immediate, as-needed basis.

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Furthermore, if proposed efforts to reach the currently unserved and chronic street populations were to be successful, there would be a need for additional voluntary and involuntary beds, and for those services which should be included as part of a drop-in center program.

e. Long-term Shelter Services

Long-term options for residential care, such as group homes for adolescents, are too minimal to meet the current needs of

tion and training, job placement, mental health, foster home placement, teenage pregnancy, and the like.

3. Aftercare and Follow-up Services

Existing agencies which provide some aftercare and follow-up services, have resources to do so for only a small number of clients.

There is currently no established system for tracking or assessing client progress or outcome. In addition, there is a need for home-based and long term counseling services, community support groups for children and parents and transitional living services for youth who are going through an emancipation process.

4. Administrative Services

a. Inter-agency Services

Some agencies which are part of the system have similarities in terms of staff background and expertise, the services provided general orientation and philosophy toward intervention. However, there are agencies involved in the system which have quite disparate functions, professional backgrounds and orientations.

Inter-agency training offers an excellent opportunity for learning about new ideas, philosophies and skills and for establishing positive working relationships among professionals from the various disciplines and agencies represented in the system.

Workshops, in-service training sessions, etc. could address topics of immediate practical concern such as referral procedures, intake protocols, and the use of new data collection forms, and subjects of a more general nature such as crisis intervention techniques or current research in the effectiveness of multiple family therapy.

b. Data Collection and Reporting

Uniformity in data collection and reporting is essential to effectively define and monitor information about clients and services. Without such agreement, it is difficult to describe the services being provided, the kinds of clients being served and the outcomes. There is no such uniform data collection at present.

In order to close this gap, efforts need to be undertaken to develop a standard set of basic client intake, service provision and case disposition items to be used by all agencies. The information would be used by all agencies who provide information and referral, intake, shelter and runaway support services (e.g., DFYS, AYPF, FC, Alaska Baptist, Booth and McAuley Manor).

In addition, ancillary agencies (e.g., APD, Court and Juvenile Probation Systems, CRISIS, Mental Health and child and substance abuse treatment programs) would be encouraged to collect data on whether a contact or case was a runaway, castaway, or homeless youth; on the action taken (i.e., case disposition); and on the basic demographics of this group of clients or contacts.

c. Research and Evaluation

Ongoing research and evaluation are essential to program planning, funding and policy development. There currently are no such provisions for assuring such activities within the Municipality of Anchorage. However, the routine collection, aggregation and reporting of such uniform data would greatly reduce the time, effort and cost of any subsequent planning or research effort.

An area in need of significant research study is the subject of chronic, permanent or street runaway, castaway and homeless youth. More data and information is needed to further quantify and differentiate this population, to assess its special needs and problems and to identify various optimal types and levels of appropriate service.

Ongoing research is also needed to study the numbers, characteristics and needs of clients served by the system, and the quality of services provided (i.e., the effectiveness, efficiency and the type and frequency of services).

The short-term outcome of treatment represents another important area for evaluation and one that is appropriate at the current stage of system development.

Long-term outcome and impact evaluation depend on both meaningful and appropriate criteria and on the system reaching an appropriate stage of development. It may be appropriate to begin the process of defining and selecting criteria, their measures, and the mechanisms for monitoring them. However, research would be premature before the complexities of the problem and the strategies for solution are better known and understood, or before the system as a whole has had a chance to operate as intended.

B. SERVICES CURRENTLY AVAILABLE

The following section of this report provides a detailed description of present services that addresses the target population categories and identified causes of runaway behavior.

The services are divided into the categories of Prevention, Interventions and Aftercare. Each category is then divided into sub-sections, reflecting the specific target populations identified in this report. The services are listed, with the services provider in parenthesis after the listing. Additionally, the services are identified as being either 'established programs', or 'other programs'.

"Established programs" are those which assist either adolescent youth in trouble or runaway or homeless youth and their families. It should be noted that the vast majority of listed service programs do not provide services to runaway per se. There are only four agencies in the following list which provide partial services to runaways. The number and types of services are totally inadequate; for example, there are only nine (9) community beds available for approximately 600 chronic runaways.

"Other programs" are those services which may be offered informally (i.e., the "service" provider is not incorporated for that purpose) or are available to adolescents, but not designed to serve them.

Acronyms and abbreviations have been used throughout the the following table to save space. These acronyms are:

- ACAB: Anchorage Child Abuse Board, which contains the Center for Children and Parents (CCP) and the Intermission Nursery.
- ACS: Alaska Children's Services
- ANHC: Alaska Native Health Center
- APD: Anchorage Police Department
- API: Alaska Psychiatric Institute
- ASD: Anchorage School District, which includes high schools (H.S.) and Junior High Schools (Jr. H.S.).

AWRC: Alaska Women's Resource Center

AYPF: Alaska Youth and Parent Foundation

BB/BS: Big Brothers/Big Sisters of Anchorage

BFS: Brother Francis Shelter

Booth: The Salvation Army, Booth Memorial Home

CINA: Cook Inlet Native Association

CITC: Cook Inlet Tribal Association

CN: Charter North Hospital

CRISIS: Crisis, Referral, Information, and Suicide Intervention
Services (formerly Suicide Prevention and Crisis Center)

DFYS: AK Division of Family and Youth Services

FC: Family Connection

FPC: Family Planning Clinic (Municipality of Anchorage)

MYC: McLaughlin Youth Center

PPA: Planned Parenthood of Alaska

PU: Parents United

SCC: Southcentral Counseling Center (also known as Anchorage
Community Mental Health Services)

STAR: Standing Together Against Rape

STD: Sexually Transmitted Disease (Municipality of Anchorage)

WIC: Women, Infants and Children

1. PREVENTION

<u>Target Population</u>	<u>Established Programs</u>	<u>Other Programs</u>
Pre-runaways	<p><u>Education Services</u></p> <p><u>Counseling Services</u> Student Assistance Program - (ASD in H.S.) teachers identify problem youth and provide support.</p> <p>School Liason Program - Police Officers in targeted Jr. HS's as resource persons (APD/ASD)</p> <p>School Support Project - provide counseling in targeted elementary schools through agreement with ASD (ACS)</p> <p>Smooth Move - a group for kids and families in transition to Jr. high (FC*)</p> <p><u>Other Services</u></p>	<p>Parent Training Classes are available to anyone 10 years or older (ACAB)</p> <p>Provide an adult support person to youth from single parent homes (BB/BS).</p> <p>Some programs in community schools provide activities for teens when a community has identified the need for such activities (i.e., Girdwood).</p>

2. INTERVENTION

<u>Target Population</u>	<u>Established Programs</u>	<u>Other Programs</u>
First Time Runaways	<p><u>Shelter</u> If abuse/neglect present (DFYS)</p>	<p>An informal network consisting of families, friends, etc. acts to meet the need for basic services (shelter, food, clothing) on the part of these youth.</p>

* A service specifically designed to meet the needs of runaway and homeless youth and their families.

INTERVENTION (continued)

<u>Target Population</u>	<u>Established Programs</u>	<u>Other Programs</u>
First Time Runaways (continued)	<p><u>Counseling Services</u> Crisis Counseling - 24 hr. line (AYPF*, CRISIS)</p> <p>Outpatient Counseling (FC* AYPF*)</p> <p><u>Other Services</u> Legal Information (AYPF*)</p>	<p>(APD*)</p> <p>School personnel - nurses, counselors, administrators, etc. (ASD)</p> <p>(Churches, Youth-for-Christ)</p>
Chronic Runaways	<p><u>Shelter -Voluntary</u> (AYPF*, McAuley Manor*)</p> <p><u>Shelter - Involuntary</u> Foster Care (DFYS) Contract Beds (AB, AYPF, Booth) Institutional (MYC, API)</p> <p><u>Medical Services</u> Assistance related to being sexually active - FPC (PPA, WIC, STD, ANHC and hospital emergency rooms rooms)</p> <p><u>Educational Services</u> Life Skills educational program for youth in voluntary and involuntary care (AYPF*)</p>	<p>An informal network consisting of informal shelters which do not receive government funds and may not be licensed.</p> <p>Alcohol or drug treatment programs (ARCH, CN)</p> <p>Other Psychiatric (CN)</p> <p>(ASD - last chance)</p>

* A service specifically designed to meet the needs of runaway and homeless youth and their families.

INTERVENTION (continued)

<u>Target Population</u>	<u>Established Programs</u>	<u>Other Programs</u>
Chronic Runaways (continued)	<u>Counseling Services</u> Counseling services shift away from a family focus toward the individual. An accompanying shift is away from the immediate runaway episode and related events toward multiple family problems. (AYPF*, FC*)	Many agencies in Anchorage have 1 to 2 misdirected runaway contacts per month. (STAR, AWRC, Identity, SCC, CCP, CINA, CITC and PU) (APD*)
Castaways	<u>Food</u> On a very limited basis (Bean's Cafe) <u>Clothing</u> (AYPF*) <u>Shelter - voluntary</u> (AYPF*, McAuley Manor*) <u>Shelter - involuntary</u> Contract Beds (AB, ACS, AYPF, Booth) Foster Care (DFYS) Institutional (MYC) <u>Medical Services</u> Assistance related to being sexually active - FPC (PPA, WIC, STD, ANHC, and hospital emergency rooms)	A safe place for youth to stay if they can afford a minimal fee (Anchorage Youth Hostel) Also, youth may use the BFS until they are recognized as being under 18. Informal network which frequently presents criminally exploitative situations.

* A service specifically designed to meet the needs of runaway and homeless youth and their families.

INTERVENTION (continued)

<u>Target Population</u>	<u>Established Programs</u>	<u>Other Programs</u>
Castaways (continued)	<u>Educational Services</u> Largely unavailable to youth if not institutionalized. <u>Counseling Services</u> Largely unavailable to youth if not institutionalized.	

3. AFTERCARE

<u>Target Population</u>	<u>Established Programs</u>	<u>Other Programs</u>
Post Runaways and Their Families	<u>Counseling Services</u> Limited aftercare services are available through Home-Based, Intensive, In-Home Services (DFYS, FC) Follow-up phone contact is made by some agencies on a limited basis. (AYPF*)	If a runaway youth becomes delinquent - follow-up services occur through requirements of probation (DFYS) Community-based support groups for parents (Toughlove*)

* A service specifically designed to meet the needs of runaway and homeless youth and their families.

IV. RECOMMENDATIONS

A. INTRODUCTION

The Runaway and Homeless Youth Task Force developed recommendations in the following manner. Three committees were designated to address the problems of runaway and homeless youth that were within the Prevention, Intervention, and Aftercare areas. A Legal Concerns Committee was established and considered all of the recommendations that had statutory or other legal implications. Each of the four committees then presented the recommendations to the full Task Force. A meeting was held to resolve the differences between Task Force members related to specific recommendations.

B. CONTINUUM CONCEPT

The concept of providing a continuum of care for runaway and homeless youth and their families is pervasive in this report and provided a superstructure for prioritizing the recommendations. The continuum of care concept may be defined as a system of services which address the needs of individuals in all the stages related to a certain experience. In the case of runaway and homeless youth and their families, this means a system of services designed:

- 1) to prevent unnecessary runaway incidents (Prevention),
- 2) to assist the youth and their families by providing a range of services designed to meet a wide variety of needs when the youth is out of the home (Intervention), and
- 3) to prevent additional unnecessary runaway incidents or to reduce the danger to youth living away from home by providing a range of services designed to address the causes of the problems which led to the runaway incident and to stabilize the family and/or to increase the youth's ability to live safely away from his/her parents (Aftercare).

Concern has been expressed that the policy makers and others who may use this report or implement one or more of the prioritized recommendations consider the continuum of care concept when doing so.

Implementing a single recommendation will affect the demand for other services in the system. In some cases, the rationale for a recommendation may be lost without supporting recommendations. For example: the effectiveness of a Central Intake Service would be severely hampered without places to which those in need of services may be referred. The services currently available in this system are already operating close to capacity, so adding components without expanding current programs could reduce the effectiveness of the whole.

C. KEY AND OTHER RECOMMENDATIONS

The recommendations can be organized into the Prevention, Intervention, and Aftercare framework, with some exceptions. This list includes all the recommendations considered by the RHYTF. Top priority recommendations are those in the boxes. Additional key recommendations are identified by an asterisk at the end of the recommendation explanation. Also, when a recommendation relates directly to one of the services described in the 'Gaps in Services' section (pp. 41-52) the page to be referred to for more information about the service is noted in brackets after the recommendation.

1. Prevention

Prevention recommendations include those focused on adapting current Anchorage School District programs to better meet the needs of runaway or homeless youth, public education or public relations recommendations, and research to further increase our ability to identify youth who are more likely to runaway from home.

Create a working group of juvenile justice and child protection professionals, school administrators, drug and alcohol services providers, and concerned citizens to do a thorough review of the truancy problem in Anchorage, leading to enforceable truancy laws. This group would act to implement systematic changes to address the truancy problem, rather than simply studying it and making recommendations.

Expand Anchorage School District drop-out prevention programs, such as SAVE I and II, SEARCH and Re-Start. [pp. 34-35].

Establish a community-wide public relations campaign using non-traditional resources which would have information on parenting, runaways, street-life, and other youth issues.*

Expand current programs providing information about services for runaways, and runaway problems to target populations.

Increase public education about state custody procedures and parent rights.*

Publicize the existence of a 24-hour, toll-free statewide hotline to meet the crisis intervention needs of runaway youth and parents. [p. 36]

Replicate a public relations campaign on parenting and report cards to be used when report cards are issued.

Expand in-school suspension programs to be used instead of long-term suspension away from school attendance.*

Develop an educational and activity program for youth who have dropped out or have been expelled from school. [p. 34-35]*

Establish a natural helpers program in all the schools.*

Increase the number of youth and family counselors to expand services to all schools in the Anchorage School District.*

Establish a parenting course in the schools so youth better understand what parenting is all about: could be part of the 'Healthy Life Skills' course.[p. 34]*

Expand vocational opportunities for troubled youth.*

Do a comprehensive needs assessment of youth to determine why some run away and some don't but think about it.

2. Intervention

Intervention recommendations focus on developing and providing adequate staff for a centralized intake service for runaway or homeless youth; increasing service options for troubled, runaway and homeless youth and their families; and increasing the coordination of current services.

Expand home-based counseling services to assist and support dysfunctional or crisis-oriented families

Expand crisis intervention counseling services to runaways and/or troubled youth and their families.

Establish coordinated, cooperative interagency procedures for case management of runaway youth and their families, including follow-up.

Add staff to the Anchorage Police Department to locate runaways while they are on the run, and to increase use of the missing persons network.

Establish a comprehensive, centralized intake service which includes family assessment of runaways and troubled youth to identify needed services for both parents and youth. This intake would act as a central clearinghouse for reporting missing and runaway children, and would include information and referral services, case management with DFYS and contract agencies, and a mechanism for follow-up. [pp. 37-38]*

Increase social work staff at DFYS so they can intervene in runaway situations early, even physical and/or sexual abuse is not involved.

Put counselors in the Anchorage Police Department to take and follow-up on runaway reports and make appropriate referrals.

Require police agencies to report all apprehended runaways to DFYS. This would allow DFYS or contract agencies to provide follow-up services, even to families of runaways who return home without contacting a service provider.

Establish a refuge/drop-in center to provide unrestricted shelter, counseling, food and medical care for runaway/homeless youth. This center should include an active outreach program to youth who are currently not receiving services. [p. 37]*

Increase shelter space available for voluntary, or community referred runaways. [p. 38]*

The legislature should enact statutes to allow temporary detention of runaways from court-ordered placements. Juveniles detained under these statutes could not be placed in any jail facilities with adults, and must be separated from delinquent juveniles if placed in a juvenile detention facility.*

Amend statutes and the AK Administrative Code to allow private agencies and DFYS to operate residential programs serving non-delinquent runaway youth. Two types of security should be authorized within these programs:

- a) Temporary secure holding areas for handling out of control behavior, ie "Attitude Adjustment Rooms,"
- b) A secure diagnostic unit capable of holding youth for periods of up to 30 days for evaluation purposes.*

Publicize the existence of a 24-hour, toll-free statewide hotline to meet the crisis intervention needs of runaway youth and parents. [p.36]

Increase the level of advocacy services for youth.

Increase social work staff at DFYS so they can intervene in runaway situations early, even physical and/or sexual abuse is not involved.

Establish better legal follow-through for first-time status offenders (liquor law offenses and curfew laws).

Increase coordination and cooperation between ASD, the Municipality, state agencies, military, community providers, and private industry in matters relating to runaway youth.

Improve transition and coordination of adult services for youth who turn 18.

Establish a system for identifying youth who are changing types of care, as these youth are at high risk of running away. [p. 35]

3. Aftercare

Recommendations related to aftercare services for runaway or homeless youth and their families suggest changes to increase the accessibility of the auxiliary support services to runaway or homeless youth, increasing the options available to youth who should not return home, preventing additional runaway incidents, and assuring adequate follow-up on services provided to runaway or homeless youth and their families.

Increase funding for all runaway services providers to assure adequate follow-up of clients.

Increase long-term group living options for chronic runaway and castaway youth

Provide focused training to foster parents on runaway issues.

Establish a variety of support groups for parents and troubled youth.

Expand out-patient drug and alcohol services for youth.*

Increase the level of subsidized long term family counseling services available.*

Increase the number of specialized institutional beds.

Establish a low-cost or free legal assistance program for youth seeking emancipation and help with other similar legal concerns.

Provide a supervised independent living option for self-emancipated youth.

Increase the number of foster families trained to take runaway youth.

4. Other Recommendations

Other recommendations which could not be placed in one of these service categories included recommendations related to establishing a consistent funding source for these services, easing licensing requirements to decrease the cost of operating a residential facility for adolescent youth, to increase the involvement of private industry in youth issues, and to improve services for Alaska Native youth and their families.

Create statewide and local funding mechanisms specifically for runaway and troubled youth services.*

Assure that family income does not prevent or limit access to psychiatric, psychological, or medical evaluation and services through adequate funding of subsidized services and changes in third party payments.*

Start a program which increases the involvement of private industry in Anchorage youth: potential projects would be to sponsor youth 10-14 years old in meaningful activities, or to provide retail space for youth-produced goods. The purpose of this

program would be to increase the ownership felt by youth in our community.

Modify existing municipal childcare and quasi-institutional codes and licensing requirements to relieve providers of adolescent residential care of provisions designed to assure the safety of infants and youth children which are unnecessary for more mature individuals.

Provide services designed to assist Alaska Native youth and their families.

D. BACKGROUND TO THE RECOMMENDATIONS

The RHYTF used several methods to identify the recommendations of highest priority. These included: a panel discussion of runaway youth and their parents; measuring the opinions of the Task Force members with a statistically based questionnaire; interviewing youth in the AYPF shelters; and holding a public hearing. (Please see Appendix C for a sample of the questionnaire. The minutes from the panel discussion and a synopsis of the testimony given at the public hearing are attached as Appendices A and B, respectively.)

1. Panel Discussion

Members of the RHYTF met with two runaways and three parents of runaways on Thursday, September 4th. Both runaways were girls running from abusive home situations. All three parents had daughters who had run away.

Needs of runaway and homeless youth and their parents were identified by the panel to be:

- Some place safe for a parent to go to get help without feeling faced with a brick wall;
- A runaway hotline for both parents and youth, which could help meet the need stated above;
- For aftercare;
- A place for runaway youth to go to get walk-in shelter;
- For services, particularly family mediation or therapy to be provided on a free or donation basis. If parents are paying

for the service and their child is not responding, resentment will build toward the child and service use will be stopped earlier than it would be if payment were not required; and

- Runaways on the street need to be able to 'check out' services, especially in the case of those youth who are suspicious of authority and adults.

2. Public Hearing

Twenty (20) people testified at the Public Hearing. All but four said they were parents of runaway youth.

Several themes were found in the testimony. They are: a set of concerns to establish legal controls of runaways, comments about the need for public education and Anchorage School District attention to issues related to runaway behavior, and comments related to drug use and abuse by runaway youth.

The RHYTF met following the Public Hearing on November 12th to discuss and prioritize the recommendations, taking into consideration public comment and group debate.

3. Ranking of the Burden Presented by Each Target Population

The method which was developed for measuring each task force member's opinion on all of the burden presented by each target population to the Anchorage community was measured using a methodology similar to that being used by the Health and Human Services Commission. The Health and Human Services Commission members had to assess each of the problems identified by this commission with respect to the burden each presents to the community.

The RHYTF used similar categories and questions to measure the relative burden of each of the six sub-populations: Pre-runaway, First Time Runaway, Chronic Runaway, Post Runaway Youth and Their Families, and Parents. These categories were:

- The number of people directly affected by the problem;
- The number of people indirectly affected by the problem;

- The severity of the impact of the problem on individuals;
- The growth of the problem in the last two-three years;
- Whether or not the problem compounds other problems; and,
- Each RHYTF member's "gut feeling" about the target population.

A higher score meant a stronger personal priority. A copy of the Categorical Scoring Sheet is attached as Appendix D.

The results of this part of the process found:

<u>Target Population</u>	<u>Dimension Ranking</u>						Average Ranking
	Direct	Indirect	Severity	Growth	Compounds	Gut Feeling	
Pre-runaway	3	5	6	6	6	6	5.3
1st Time Runaway	4	3	5	2	5	5	4.0
Chronic Runaway	5	1	1	1	1	3	2.0
Post Runaway	1	2	3	3	3	1	2.2
Castaway	6	6	2	5	2	2	3.8
Parents	2	4	4	4	4	4	3.7

These results indicate that the most important target population for runaway and homeless youth services, in the opinion of the RHYTF, is the Chronic Runaways, followed closely by Post-Runaways and Their Families.

4. Youth Response to the Recommendations

Youth staying at the AYPF Youth House were asked to give their opinion of the recommendations. Ten (10) youth occupying both voluntary and involuntary beds in the shelter were involved in the review. The responses were as follows:

a. Prevention

Two prevention recommendations received a unanimous response. One was the suggestion that research be done to find out why some children run and some don't, which was opposed. On the other hand, the recommendation to increase private industry's involvement in youth was unanimously supported.

b. Intervention

The youth unanimously supported the key recommendation of expanding crisis intervention counseling. Intervention recommendations in the 'additional key' recommendations group that were unanimously supported include: doing active outreach to find and serve runaway and homeless youth not currently receiving services; and expanding the number of beds available to voluntary referrals for shelter (community beds).

Other recommendations which were unanimously supported included: establishing a Refuge/Drop-in Center; doing public relations targeted toward youth in need; increasing coordination and cooperation between the Anchorage School District, Municipality, state agencies, military, community providers, and private industry in matters related to runaway youth; increasing the level of advocacy services for youth; increasing the number of trained foster families to receive runaway youth; publicizing a 24-hour hotline; putting counselors in the Anchorage Police Dept. (APD); and requiring the APD to report runaways to the AK. Division of Family and Youth Services.

c. Aftercare

Recommendations related to aftercare which received unanimous support were: to establish a low-cost or free legal assistance program for self-emancipated youth seeking legal emancipation and help with similar legal concerns; establishing a community-based parent and youth support groups; expanding out-patient drug and alcohol services for youth; and, establishing a supervised independent living option for self-emancipated youth. None of these recommendations is a key recommendation of the RHYTF.

d. Other Recommendations

Other recommendations which were unanimously supported include: creating statewide or local funding mechanisms specifi-

cally for runaway and troubled youth services; changing licensing and codes related to adolescent residential care; and, providing services designed to assist Native youth and their families in culturally appropriate ways.

5. Questionnaire

The method used to measure each Task Force member's priority ranking of the recommendations was based the Health and Human Services Commission methodology. The dimensions used to assess each of the recommendations were:

- Easy to do
- Cost
- Potential for Positive Impact
- Severity if Nothing Done
- Overall Priority.

A computer printout of the results of this process is attached as Appendix D.

6. Analysis of Questionnaire Results

Only those items receiving a score of 2.95 or higher (out of a maximum of 5.0) after subtracting the standard deviation were considered in the process of identifying the key recommendations.

Two matrices were developed to identify and group the recommendations found to be feasible and the recommendations found to be important. A high rating on the 'Easy to do' and 'Cost' dimensions meant the scorer felt the recommendation was relatively feasible and would be easy to do and of low cost. A high rating on the 'Potential for Positive Impact', 'Severity if Nothing Done', and 'Overall Priority' dimensions meant that the scorer felt the recommendation was important, in that it had a high potential for a positive impact on the problem, that the problem would be severe if nothing were done, and that the scorer felt that the recommendation had a high overall priority. Results of these matrices found that none of the recommendations which scored highly on the 'Easy' and 'Cost' dimensions also scored highly on the 'Potential', 'Severity', and 'Priority' dimensions.

Two groupings were used to identify key recommendations based on two ways of organizing the data. First, the recommendations were organized based on the services type proposed (Prevention, Intervention or Aftercare). Second, they were organized based on the target population to be impacted by the proposed recommendation (Pre-Runaways, First-Time Runaways, Chronic Runaways, Post-Runaway Youth and Their Families, Castaway Youth, and Parents). Items which scored highly across both categories became key recommendations along the feasibility or importance matrices.

* * * * *

APPENDICES

- A. Panel Discussion
- B. Synthesis of Testimony of the RHYTF Public Hearing
- C. Recommendation Prioritization Questionnaire
- D. Categorical Scoring Sheet
- E. Statistical Data With Recommendations Ranked By Dimension, Service Type, Target Population and By Overall Category
- F. Bibliography

PANEL DISCUSSION: Runaway Youth and Parents

Members of the Mayor's Runaway and Homeless Youth Task Force met with two runaways and three parents of runaways on Thursday, Sept. 4th in the 4th Floor Conference Room of the 825 L St. Building.

Both runaways were girls running from abusive home situations. One of the girls had basically run from her father, who had legal custody of her since her parents divorce, to her mother. As such, the mother felt legally prevented from providing shelter to her daughter and the girl spent some time under adult supervision but in a location(s) unknown to her mother. During this time, she did spend some time on the streets with her informal guardian. The situation was resolved when the mother was given custody of her daughter.

The second runaway had run for the first time as a 12 year old in New York City. She then moved to Anchorage with her parents: her father was in the military. She ran away again at about 14, and she has never really returned home. She has just turned 18, and said that she had received services from ARCH and had been placed in an AK Children's Services 5-bed group home for about a year and then a foster home by the state. She ran away from ARCH and the foster home, but called the group home experience successful. The group home placement preceeded the foster home placement: after she ran from the foster home, she was released from state custody. The remainder of her time, or about 2 years, was spent outside formal adult supervision: she and the other street kids she lived with would steal or deal drugs to support themselves. She also became involved for a short time in child pornography for the same reason. Her situation was resolved when she turned 18 and was able to re-enter school and get a job without the involvement of a parent or guardian. An important factor to the resolution was the sponsorship of a woman who gave her a nonpaying job that provided stability, emotional support, and self-respect.

All three parents had daughters who had run away. One was the first girl's mother, one had her daughter back in her home, and one had a daughter still outside the home. Abuse was not an issue in the latter two situations.

All of the parents said that their primary need when their child was away from home was to know that she was safe. The specifics of where, how, and who was involved in her safety were relatively less important.

The involvement and attitude of the Anchorage Police Department was criticized by both the runaways and the parents. Of particular concern to the parents was the lack of follow-through on the part of patrolling officers to the reporting of a runaway. Concern was expressed that even though verbal assurances of assistance had been given, patrol officers had been known to drive right past a reported runaway without stopping. A rumor was passed on that a reported runaway had even asked an officer for directions and had not been detained or questioned.

Another concern about the Anchorage Police Department's involvement was related to the manner in which officers treated youth when abuse was reported. Although the need to avoid false child abuse reports was recognized, the concern was that youth were being treated with undue harshness during the report investigation.

Needed services were identified as:

The need for some place to go to get help without feeling faced with a brick wall (parents).

The need for a runaway hotline for both parents and youth - which would help meet the need for a place to go to talk.

The need for aftercare.

The need for a place for runaway youth to go to get shelter off the street (walk-in) was also noted.

The need for services, particularly family mediation or therapy to be provided on a free or donation basis. If parents are paying for the service and their child is not responding, resentment will build toward the child and service use will be stopped earlier than it would be if payment were not required.

Finally, it was noted that whatever assistance was offered to the runaways on the street was going to need to be 'checked out' by at least some of the runaways who are suspicious of authority and adults before it would be useful.

Synthesis of Testimony
Runaway and Homeless Youth Task Force
Public Hearing

Twenty (20) people testified. All but four said they were parents of runaway youth.

Several themes were found in the testimony. They are: a set of concerns to establish legal controls of runaways, comments about the need for public education and Anchorage School District attention to issues related to runaway behavior, and comments related to drug use and abuse by runaway youth.

Legal concerns in testimony:

- Want prosecution of anyone who has sex with a minor, regardless of the minor's consent;
- Want to make it illegal to be on the streets, such that a youth would be forced to choose between going home and being in state custody when s/he was picked up;
- Want to prosecute adults who harbor runaways (move toward increasing the stringency of Contributing to the Delinquency of a Minor laws);
- Want laws written that differentiate between children and youth who are running from abuse and those who are running toward 'freedom';
- Want prosecution of youth who are caught breaking and entering into parent's home while a runaway;
- Want someone other than the parents (ie the youth or the state) to be responsible for the youth's actions while a runaway.

Educational theme:

- Need public education which disseminates accurate information to parents about parent rights and the services system;
- Need public education about the interaction of homosexuality and runaway behavior;

- Need to organize panels of runaway youth who have either returned home, been taken into state custody, and/or reached 18 to talk to youth who may be considering running away and inform them of the reality of being on the streets and/or dependent on oneself.
- Need to take elementary school aged children on supervised field trips to 'the other side of the double doors', or to prisons and/or McLaughlin as a deterrent;
- Need to enforce the truancy laws;
- Want to make kids responsible for being in school, rather than making school attendance and/or truancy an issue to be tossed back and forth by the school district and the parents;
- Several individuals indicated that intervention into the situation which eventually lead to their child's running away could have happened in the 6th to 8th grades, but there was no support from school counselors.

Drug theme:

- There is a high correlation between being a runaway and being involved in alcohol or drug abuse, whether or not the youth was involved in drugs before s/he ran away;
- There is a lack of sufficient drug education in the Anchorage School District;
- The therapeutic community is not well-trained in alcohol or drug use/abuse assessment and intervention;
- Need a more systematic assessment for alcohol or drug use by all youth picked up as runaways;
- The current alcohol and drug problem is a new problem, different from the problems presented by alcohol and drugs in the past due to new drugs on the market and the now widespread availability of many drugs;
- It was suggested that the drug programs currently available to youth in Anchorage do not last long enough to resolve the problem;
- The Juvenile Crime Commission will be lobbying for a Juvenile Drug Unit in the Anchorage Police Dept. in Juneau this year. This unit would be a com-

panion to the Child Exploitation Unit, and would pursue adults dealing drugs to juveniles;

- Pursue juvenile drug dealers as well as adults.

Miscellaneous:

- Support was expressed for the police liason program in the schools;
- A philosophical question was expressed about the age at which a youth could be considered mature enough to take care of him/herself and make important decisions about his/her welfare;
- The philosophical question about discipline was also raised - it was suggested that parents should be able to discipline their children in their homes and laws restricting such discipline should be decreased;
- It was suggested that the cost of not having adequate facilities for youth is more costly than establishing and maintaining the facilities.

Recommendations:

- Need a state facility that would treat alcohol and drug abuse and runaway youth (the Goose Bay facility was suggested);
- Establish a 'Prevention Center', similar to facilities in Ohio where running away is illegal. This center would provide secure detention of runaway youth and would act as a deterrent for runaways;
- Mandate drug treatment for juveniles;
- Three people supported the Refuge/Drop In Center recommendation;
- Small, pro-active issue resolution groups should be developed and promoted;
- Need to encourage planning for the permanent placement of children and youth in state custody (both in the AYPF shelter and with foster families);
- Need a deterrent to running away (ie scare first time runaways to the point that they will not run away again);
- Need to recognize two types of runaway - those running away from abuse and those running toward freedom from parental supervision;

- There was general support for a secure detention facility;
- Urine Analyses should be available, free, to anyone;
- The Anchorage Police Dept. should 'crack down' on teenage flop houses;
- Juvenile drug dealers should be locked up;
- Should establish a program which includes parental input in the planning for services for his/her child.

Mayo
Runaway and Homeless Youth
Task Force

Recommendation Prioritization Questionnaire

Date completed: _____

This is a questionnaire designed to help RAHYTF members prioritize proposed recommendations.

Each recommendation is to be scored according to the priority you place on the proposed recommendation. Once all the members have prioritized the recommendations, scores will be aggregated. The totaled scores will indicate the priority placed on the recommendation as collectively determined by this Task Force.

In each box below, place the number which most closely approximates your opinion and perception of how the recommendation should be prioritized. In each case, a high score (5) is a more positive assessment than a low score (1). If you don't have an opinion about a recommendation, leave the box blank.

Recommendation:	Easy to do 5 - 1 Easy - Hard	Cost 5 - 1 Low - High	Potential for Positive Impact 5 - 1 High - Low	Severity if Nothing Done 5 - 1 High - Low	Overall Priority 5 - 1 High - Low
1. Add staff to the Anchorage Police Department to locate runaways while they are on the run, and increase use of the missing persons network. (I/FT/lb)					
2. Assure that family income does not prevent or limit access to psychiatric, psychological or medial evaluation and services through adequate funding of subsidized services, and changes in 3rd party payment requirements. (I/FT/2d)					
3. Create a central clearinghouse for reporting missing and runaway children, which would include information and referral services, case management with DFYS and contract agencies, and a mechanism for follow-up.					

Recommendation:

Easy to do

Cost

Potential for
Positive Impact

Severity if
Nothing Done

Overall
Priority

5 - 1
Easy - Hard

5 - 1
Low - High

5 - 1
High - Low

5 - 1
High - Low

5 - 1
High - Low

4. Create a program which would do an initial assessment of the service needs of runaways and their families. (I/FT/2e)					
5. Create a working group of juvenile justice and child protection professionals, school administrators, and concerned citizens to do a thorough review of the truancy problem in Anchorage. (L1b)					
6. Create statewide and local funding mechanisms specifically for runaway and troubled youth services. (A)					
7. Develop an educational and activity program for youth who have dropped out or have been expelled from school. (I/CR/4b)					
8. Do a comprehensive needs assessment of youth to determine why some run away and some don't but think about it. (P6)					
9. Establish a community-wide public relations campaign which would have information on parenting, runaways, street-life, and other youth issues.					
10. Establish a comprehensive, centralized intake service which includes family assessment of runaways and troubled youth to identify needed services for both parents and youth.					

Recommendation:

Ease of 00

Cost

Potential for Positive Impact

Severity of Nothing Done

Overall Priority

5 - 1
Easy - Hard

5 - 1
Low - High

5 - 1
High - Low

5 - 1
High - Low

5 - 1
High - Low

Recommendation:	Ease of 00	Cost	Potential for Positive Impact	Severity of Nothing Done	Overall Priority
	5 - 1 Easy - Hard	5 - 1 Low - High	5 - 1 High - Low	5 - 1 High - Low	5 - 1 High - Low
11. Establish a low-cost or free legal assistance program for youth seeking emancipation and help with other similar legal concerns. (I/CR/4a)					
12. Establish a natural helpers program in all the schools. (P8, I/FT/2g)					
13. Establish a parenting course in the schools so youth better understand what parenting is all about: could be part of the 'Healthy Life Skills' course. (P9)					
14. Establish a refuge/drop-in center to provide unrestricted shelter, counseling, food and medical care for runaway/homeless youth.					
15. Establish a variety of parent support groups in the community for parents of runaways and troubled teens					
17. Establish a variety of youth support groups in the community for youth leaving residential and/or institutional care.					
18. Establish an active outreach program to youth who are currently not receiving services.					
19. Establish an interagency protocol for case management of runaway youth, including follow-up.					

Recommendation:

Easy to do

Cost

Potential for
Positive Impact

Severity if
Nothing Done

Overall
Priority

5 - 1
Easy - Hard

5 - 1
Low - High

5 - 1
High - Low

5 - 1
High - Low

5 - 1
High - Low

Recommendation:	Easy to do 5 - 1 Easy - Hard	Cost 5 - 1 Low - High	Potential for Positive Impact 5 - 1 High - Low	Severity if Nothing Done 5 - 1 High - Low	Overall Priority 5 - 1 High - Low
20. Establish a system for identifying youth who are changing types of care, as these youth are at high risk of running away.					
21. Establish better legal follow-through for first-time status offenders. (RAHYTF9/16)					
22. Expand Anchorage School District drop-out prevention programs, such as SAVE I and II and SEARCH. (P8, I/FT/3b)					
23. Expand current programs providing information about services for runaways, and runaway problems to target populations. (I)					
24. Expand in-school suspension programs to be used instead of long-term suspension away from school attendance. (L1a)					
25. Expand out-patient drug and alcohol services for youth. (I/CR/3a)					
26. Expand public/private home-based counseling services to assist and support dysfunctional or crisis-oriented families. (P3, I/FT/3a)					
27. Expand crisis intervention counseling services to runaways and/or troubled youth and their families. (I/FT/2f)					

Recommendation:

Ease to do

Cost

Potential for
Positive Impact

Severity if
Nothing Done

Overall
Priority

5 - 1
Easy - Hard

5 - 1
Low - High

5 - 1
High - Low

5 - 1
High - Low

5 - 1
High - Low

Recommendation:	Ease to do 5 - 1 Easy - Hard	Cost 5 - 1 Low - High	Potential for Positive Impact 5 - 1 High - Low	Severity if Nothing Done 5 - 1 High - Low	Overall Priority 5 - 1 High - Low
28. Expand vocational opportunities for troubled youth. (A3e)					
29. Increase coordination and cooperation between ASD, Municipality, state agencies, military, community providers, and private industry in matters relating to runaway youth. (I/CA/4b)					
30. Increase long-term group living options for chronic runaway and castaway youth. (I/CA/1)					
31. Increase the level of advocacy services for youth. (I)					
32. Increase the level of subsidized long term family counseling services available. (I)					
33. Increase the number of foster families trained to take runaway youth. (I/CA/2d)					
34. Increase the number of specialized institutional beds. (I/CR)					
35. Increase the number of youth and family counselors to expand services to all schools in ASD. (P8)					
36. Increase public education about state custody procedures and parent rights. (I/CR/5a)					

Recommendation:

Easy to do

Cost

Potential for
Positive Impact

Severity if
Nothing Done

Overall
Priority

5 - 1
Easy - Hard

5 - 1
Low - High

5 - 1
High - Low

5 - 1
High - Low

5 - 1
High - Low

Recommendation:	Easy to do 5 - 1 Easy - Hard	Cost 5 - 1 Low - High	Potential for Positive Impact 5 - 1 High - Low	Severity if Nothing Done 5 - 1 High - Low	Overall Priority 5 - 1 High - Low
37. Improve transition and coordination of adult services for youth who turn 18. (I/CA/2b)					
38. Increase shelter space available for voluntary, or community referred runaways.					
39. Increase social work staff at DFYS so they can intervene in runaway situations early, even physical and/or sexual abuse is not involved.					
40. Modify existing municipal childcare and quasi-institutional codes and licensing requirements, to relieve providers of adolescent residential care of provisions designed to assure the safety of infants and young children which are unnecessary for more mature individuals. (I/CR/5b)					
41. Provide a supervised independent living option for self-emancipated youth. (A3g)					
42. Provide a 'pocketbook' incentive to parents who complete a certified family communications course.					
43. Provide focused training to foster parents on runaway issues.					
44. Provide services designed to assist native youth and their families.					

Recommendation:

Easy to do	Cost	Potential for Positive Impact	Severity if Nothing Done	Overall Priority
5 - 1 Easy - Hard	5 - 1 Low - High	5 - 1 High - Low	5 - 1 High - Low	5 - 1 High - Low

45. Publicize the existence of a 24-hour, toll-free statewide hotline to meet the crisis intervention needs of runaway youth and parents. (I/FT/2a,b)					
46. Put counselors in the Anchorage Police Department to take and follow-up on runaway reports and make appropriate referrals. (A1)					
47. Replicate a public relations campaign on parenting and report cards to be used when report cards are issued.					
48. Require teachers, health officials, law enforcement, etc. to report runaways to DFYS, the Anchorage Police Department, or the AK State Troopers. (I/FT/1d)					
49. Require police agencies to report all apprehended runaways to DFYS. This would allow DFYS or contract agencies to provide follow-up services, even to families of runaways who return home. (L3)					
50. Start a program which increases the involvement of private industry in Anchorage youth: potential projects would be to sponsor youth 10-14 years old in meaningful activities, or to provide retail space for youth produced goods. The purpose of this program would be to increase the ownership felt by youth in our community. (P2, 4)					

Mayor's
Runaway and Homeless Youth
Task Force

Recommendation Prioritization Questionnaire, part two

Date completed: _____

Please prioritize the final recommendations of the Legal Concerns Committee using the same dimensions and scale as we used for the earlier recommendations.

We will be calling Wednesday or Thursday next week to collect your results.

Recommendation:	Easy to do 5 - 1 Easy - Hard	Cost 5 - 1 High - Low	Potential for Positive Impact 5 - 1 High - Low	Severity if Nothing Done 5 - 1 High - Low	Overall Priority 5 - 1 High - Low
<p>1. Amend statutes and the AK Administrative Code to allow private agencies AND DFYS to operate residential programs serving nondelinquent runaway youth. Two types of security should be authorized within these programs:</p> <p>A) Temporary secure holding areas for handling out of control behavior, ie "Adjustment Rooms,"</p> <p>B) A secure diagnostic unit capable of holding youth for periods of up to 30 days for evaluation purposes.</p>					
<p>3. The legislature should enact statutes to allow temporary detention of runaways from court-ordered placements. Juveniles detained under these statutes could not be placed in any jail facilities with adults, and must be separated from delinquent juveniles if placed in a juvenile detention facility</p>					

Mayor's Runaway and Homeless Youth
Task Force

Categorical Scoring Sheet

Assessment of each Task Force member's perception of the burden of the problem on the community.

Each problem statement will be scored as to the burden on the community by assessing each of the dimensions listed below. Once all the members have assessed all the problem statements, scores will be aggregated. The aggregated scores will indicate the relative burden of the problems as collectively determined by the Task Force members.

Once the questions are answered, we will be prepared to sort the problems into categories.

Problem being scored: Pre-Runaway Youth Date completed: _____

Dimensions	Low	Mod- erate	High	Very High	Ex- treme	Don't Know
1. The number of persons directly affected by the problem over the last two to three years.						
2. The number of persons indirectly affected by the problem over the last two to three years.						
3. The severity to which individuals are usually affected.						
4. The relative growth of the problem (incidence) over the last two to three years.						
5. The extent to which the problem leads to or compounds health, social, family or other problems.						

What is your 'gut-level' feeling about the burden of the problem in Anchorage?

(Circle a number)



Appendix E

Computer Print-out of Recommendation Rankings

1. Recommendations by Dimension

Recommendations	Easy to Do			Recommendations	Cost				
	AVERAGE	STANDARD DEVIATION	N/A		AVG-S	AVERAGE	STANDARD DEVIATION	N/A	AVG-S
5. WORKING GRP	4.50	0.80	0	3.70	5. WORKING GRP	4.55	0.80	0	3.75
15. PAR SUPT GRPS	4.15	0.73	0	3.42	40. CHANGE CODES	4.42	1.01	1	3.41
22. I & R	4.18	0.77	0	3.41	19. INTR PROTOCOL	4.30	0.94	0	3.36
36. PAR. RIGHTS ED	4.20	0.92	0	3.28	29. INCR COORD	4.15	1.01	0	3.14
19. INTR PROTOCOL	4.15	1.09	0	3.06	43. TRAIN FOSTER	4.00	0.87	2	3.13
43. TRAIN FOSTER	4.00	0.94	1	3.06	36. PAR. RIGHTS ED	3.85	0.93	0	2.92
45. HOTLINE	4.15	1.15	0	3.00	12. HELPERS-SCHOOLS	3.94	1.02	3	2.92
47. REPORT CARDS	4.05	1.07	1	2.98	17. YTH SUPT GRPS	3.80	0.94	0	2.86
49. REPORT TO DFYS	4.00	1.08	0	2.92	49. REPORT TO DFYS	3.95	1.13	0	2.82
13. PARENTING ED	3.85	1.14	0	2.71	47. REPORT CARDS	3.84	1.06	1	2.78
9. PUB REL.	3.55	1.07	0	2.48	48. REPORT R/A'S	4.00	1.24	2	2.76
12. HELPERS-SCHOOLS	3.56	1.09	2	2.47	15. PAR SUPT GRPS	3.90	1.16	0	2.74
17. YTH SUPT GRPS	3.43	1.03	0	2.40	22. I & R	3.45	0.84	0	2.61
48. REPORT R/A'S	3.74	1.36	1	2.38	45. HOTLINE	3.65	1.06	0	2.59
23. IN-SCHOOL SUSP	3.55	1.36	0	2.19	13. PARENTING ED	3.35	0.85	0	2.50
26. CRISIS INTERV.	3.38	1.21	0	2.17	9. PUB REL.	3.23	0.81	0	2.42
31. ADVOCACY	3.30	1.15	0	2.15	8. NEEDS ASSESS.	3.32	0.97	1	2.35
29. INCR COORD	3.50	1.40	0	2.10	50. PRVT INDUSTRY	3.16	0.98	1	2.18
4. ASSESSMENT	3.20	1.11	0	2.09	33. INCR FOSTER CAR	3.15	1.11	0	2.04
8. NEEDS ASSESS.	3.25	1.18	0	2.07	20. LEGAL STAT OFF	3.12	1.08	3	2.04
40. CHANGE CODES	3.42	1.35	1	2.07	37. 18/19 TRANS	3.00	0.98	1	2.02
11. LEGAL EMANCE.	3.40	1.35	0	2.05	18. OUTREACH	2.92	1.01	1	1.91
51. SECURE DETENT	3.36	1.43	0	1.93	4. ASSESSMENT	2.70	0.91	0	1.79
24. DRUG SERVICES	3.10	1.22	0	1.88	31. ADVOCACY	2.85	1.16	0	1.69
3. CLEARINGHOUSE	3.15	1.29	0	1.86	3. CLEARINGHOUSE	2.70	1.12	0	1.50
20. LEGAL STAT OFF	3.00	1.24	3	1.76	7. DROPOUT ED	2.63	1.08	0	1.55
37. 18/19 TRANS	3.05	1.33	1	1.72	42. \$ TO ED PAR.	2.61	1.06	1	1.55
7. DROPOUT ED	2.70	1.01	0	1.69	23. IN-SCHOOL SUSP	2.80	1.38	0	1.42
33. INCR FOSTER CAR	2.60	0.93	0	1.67	44. NAT. ATTENT.	2.50	1.10	2	1.40
44. NAT. ATTENT.	2.83	1.25	2	1.58	26. CRISIS INTERV.	2.60	1.22	0	1.38
35. SCHL CNSLERS	2.88	1.31	0	1.57	41. INDEP LIVING	2.45	1.12	1	1.33
38. COMM. BEDS	2.92	1.44	1	1.48	24. DRUG SERVICES	2.25	0.93	0	1.32
52. RUNAWAY DETENT	3.00	1.52	0	1.48	11. LEGAL EMANCE.	2.65	1.33	0	1.32
1. APD STAFF	3.00	1.55	0	1.45	28. INCR VOC OPP	2.30	1.13	0	1.17
28. INCR VOC OPP	2.40	0.96	0	1.44	52. RUNAWAY DETENT	2.52	1.37	0	1.15
18. OUTREACH	2.48	1.17	0	1.31	46. APD COUNSELORS	2.16	1.05	1	1.11
25. HOMEBASED	2.43	1.12	0	1.31	10. CENTRAL INTAKE	2.30	1.24	0	1.06
41. INDEP LIVING	2.53	1.22	1	1.31	6. SPECIFIC \$\$	2.00	0.95	0	1.05
32. FAM COUNSLING	2.50	1.20	0	1.30	25. HOMEBASED	2.10	1.07	0	1.03
46. APD COUNSELORS	2.70	1.43	0	1.27	1. APD STAFF	2.10	1.09	0	1.01
21. SAVE I & II	2.60	1.33	0	1.27	32. FAM COUNSLING	2.05	1.04	0	1.01
50. PRVT INDUSTRY	2.45	1.21	0	1.24	27. FOLLOW-UP	2.05	1.12	0	0.93
10. CENTRAL INTAKE	2.60	1.42	0	1.18	35. SCHL CNSLERS	2.23	1.35	0	0.88
14. DROPIN CNTR	2.65	1.47	0	1.18	2. \$\$ FOR MNTL HLTH	1.95	1.07	0	0.88
34. SPEC. INST BED	2.40	1.33	0	1.07	38. COMM. BEDS	2.26	1.38	1	0.88
2. \$\$ FOR MNTL HLTH	2.10	1.05	0	1.05	39. DFYS STAFF	1.74	0.91	1	0.83
6. SPECIFIC \$\$	2.00	1.00	0	1.00	30. GRP LIVING	2.03	1.21	0	0.82
30. GRP LIVING	2.30	1.30	0	1.00	14. DROPIN CNTR	2.03	1.23	1	0.80
39. DFYS STAFF	2.47	1.57	1	0.90	34. SPEC. INST BED	1.80	1.06	0	0.74
42. \$ TO ED PAR.	1.97	1.16	1	0.81	21. SAVE I & II	2.20	1.29	0	0.72
27. FOLLOW-UP	2.20	1.52	0	0.68	51. SECURE DETENT	2.70	2.08	0	0.62

Recommendations	Potential Impact			AVG-S	Recommendations	Severity			AVG-S
	AVERAGE	STANDARD DEVIATION	N/A			AVERAGE	STANDARD DEVIATION	N/A	
51. SECURE DETENT	4.52	0.49	0	4.03	26. CRISIS INTERV.	4.10	0.85	0	3.25
23. IN-SCHOOL SUSP	4.50	0.84	0	3.66	25. HOMEBASED	4.03	0.81	0	3.22
25. HOMEBASED	4.38	0.75	0	3.63	27. FOLLOW-UP	3.85	0.90	0	2.95
21. SAVE I & II	4.37	0.76	1	3.61	23. IN-SCHOOL SUSP	3.93	0.99	0	2.94
26. CRISIS INTERV.	4.33	0.74	0	3.59	30. GRP LIVING	3.78	0.84	0	2.94
30. GRP LIVING	4.35	0.91	0	3.44	51. SECURE DETENT	3.92	1.11	0	2.81
10. CENTRAL INTAKE	4.25	0.93	0	3.32	39. DFYS STAFF	3.79	1.07	1	2.72
7. DROPOUT ED	4.20	0.91	0	3.29	38. COMM. BEDS	3.74	1.03	1	2.71
3. CLEARINGHOUSE	4.30	1.04	0	3.26	14. DROPIN CNTR	3.93	1.25	0	2.68
52. RUNAWAY DETENT	4.12	0.91	0	3.21	33. INCR FOSTER CAR	3.55	0.91	0	2.64
28. INCR VOC OPP	4.05	0.88	0	3.17	18. OUTREACH	3.50	0.87	1	2.63
9. PUB REL.	4.15	1.01	0	3.14	10. CENTRAL INTAKE	3.50	0.92	0	2.58
19. INTR PROTOCOL	3.95	0.84	0	3.11	7. DROPOUT ED	3.55	0.97	0	2.58
27. FOLLOW-UP	3.95	0.95	0	3.00	21. SAVE I & II	3.50	0.93	1	2.57
14. DROPIN CNTR	4.08	1.15	0	2.93	52. RUNAWAY DETENT	3.64	1.11	0	2.53
39. DFYS STAFF	3.89	0.98	1	2.91	40. CHANGE CODES	3.53	1.09	1	2.44
41. INDEP LIVING	3.84	0.97	1	2.87	32. FAM COUNSLING	3.15	0.73	0	2.42
24. DRUG SERVICES	3.85	0.98	0	2.87	24. DRUG SERVICES	3.61	1.20	1	2.41
29. INCR COORD	3.90	1.04	0	2.86	34. SPEC. INST BED	3.35	0.96	0	2.39
6. SPECIFIC \$\$	3.90	1.09	0	2.81	41. INDEP LIVING	3.37	0.98	1	2.39
33. INCR FOSTER CAR	3.80	1.03	0	2.77	45. HOTLINE	3.40	1.04	0	2.36
49. REPORT TO DFYS	3.80	1.03	0	2.77	17. YTH SUPT GRPS	3.08	0.73	0	2.35
38. COMM. BEDS	3.84	1.09	1	2.75	6. SPECIFIC \$\$	3.50	1.16	0	2.34
12. OUTREACH	3.74	1.02	1	2.72	49. REPORT TO DFYS	3.39	1.09	1	2.3
13. PARENTING ED	3.70	1.00	0	2.70	44. NAT. ATTENT.	3.44	1.16	2	2.28
17. YTH SUPT GRPS	3.60	0.91	0	2.69	28. INCR VOC OPP	3.38	1.10	0	2.28
45. HOTLINE	3.80	1.12	0	2.68	3. CLEARINGHOUSE	3.45	1.20	0	2.25
32. FAM COUNSLING	3.48	0.74	0	2.66	19. INTR PROTOCOL	3.18	0.93	0	2.25
2. \$\$ FOR MNTL HLTH	3.80	1.15	0	2.65	43. TRAIN FOSTER	2.94	0.75	2	2.19
15. PAR SUPT GRPS	3.50	0.85	0	2.65	29. INCR COORD	3.20	1.03	0	2.17
12. HELPERS-SCHOOLS	3.72	1.10	2	2.62	13. PARENTING ED	3.25	1.10	0	2.15
40. CHANGE CODES	3.79	1.21	1	2.58	15. PAR SUPT GRPS	2.83	0.69	0	2.14
34. SPEC. INST BED	3.50	0.97	0	2.53	9. PUB REL.	3.18	1.05	0	2.13
1. APD STAFF	3.50	0.97	0	2.53	37. 18/19 TRANS	3.16	1.05	1	2.11
35. SCHL CNSLERS	3.78	1.25	0	2.53	35. SCHL CNSLERS	3.13	1.11	0	2.02
4. ASSESSMENT	3.70	1.18	0	2.52	20. LEGAL STAT OFF	3.00	1.05	3	1.95
20. LEGAL STAT OFF	3.65	1.14	3	2.51	48. REPORT R/A'S	2.97	1.11	2	1.86
37. 18/19 TRANS	3.53	1.02	1	2.51	12. HELPERS-SCHOOLS	2.83	0.98	2	1.85
44. NAT. ATTENT.	3.61	1.16	2	2.45	1. APD STAFF	3.05	1.21	0	1.84
43. TRAIN FOSTER	3.37	0.92	1	2.45	22. I & R	2.73	0.91	0	1.82
46. APD COUNSELORS	3.63	1.27	0	2.36	46. APD COUNSELORS	3.10	1.30	0	1.8
48. REPORT R/A'S	3.26	0.96	1	2.30	2. \$\$ FOR MNTL HLTH	3.10	1.32	0	1.78
22. I & R	3.38	1.12	0	2.26	31. ADVOCACY	2.60	0.91	0	1.69
5. WORKING GRP	3.35	1.20	0	2.15	5. WORKING GRP	2.60	0.96	0	1.64
50. PRVT INDUSTRY	3.38	1.24	0	2.14	4. ASSESSMENT	2.75	1.20	0	1.55
47. REPORT CARDS	3.22	1.22	2	2.00	47. REPORT CARDS	2.56	1.03	2	1.53
31. ADVOCACY	3.15	1.16	0	1.99	11. LEGAL EMANCE.	2.42	0.99	1	1.43
8. NEEDS ASSESS.	2.65	1.10	0	1.55	42. \$ TO ED PAR.	2.36	1.03	2	1.33
36. PAR. RIGHTS ED	2.90	1.38	0	1.52	36. PAR. RIGHTS ED	2.45	1.13	0	1.32
42. \$ TO ED PAR.	2.92	1.42	2	1.50	50. PRVT INDUSTRY	2.63	1.33	0	1.3
11. LEGAL EMANCE.	2.75	1.28	0	1.47	8. NEEDS ASSESS.	1.95	0.86	0	1.09

Recommendations	Overall Priority				Recommendations	Overall Average
	AVERAGE	STANDARD DEVIATION	N/A	AVG-S		
25. HOMEBASED	4.00	0.81	0	3.19	45. HOTLINE	3.87
30. GRP LIVING	4.00	0.89	0	3.11	19. INTR PROTOCOL	3.78
21. SAVE I & II	3.87	0.81	1	3.06	49. REPORT TO DFYS	3.70
26. CRISIS INTERV.	4.00	0.96	0	3.04	23. IN-SCHOOL SUSP	3.68
14. DROPIN CNTR	4.08	1.05	0	3.03	51. SECURE DETENT	3.68
27. FOLLOW-UP	3.95	0.93	0	3.02	26. CRISIS INTERV.	3.63
51. SECURE DETENT	3.92	1.03	0	2.89	15. PAR SUPT GRPS	3.50
19. INTR PROTOCOL	3.78	0.91	0	2.87	9. PUB REL.	3.47
23. IN-SCHOOL SUSP	3.88	1.07	0	2.81	22. I & R	3.47
49. REPORT TO DFYS	3.73	1.01	0	2.72	24. DRUG SERVICES	3.45
38. COMM. BEDS	3.87	1.20	1	2.67	29. INCR COORD	3.44
18. OUTREACH	3.47	0.82	1	2.65	40. CHANGE CODES	3.42
17. YTH SUPT GRPS	3.55	0.92	0	2.63	33. INCR FOSTER CAR	3.41
33. INCR FOSTER CAR	3.60	1.00	0	2.60	17. YTH SUPT GRPS	3.39
45. HOTLINE	3.73	1.14	0	2.59	52. RUNAWAY DETENT	3.39
28. INCR VOC OPP	3.45	0.86	0	2.59	14. DROPIN CNTR	3.35
7. DROPOUT ED	3.53	0.94	0	2.59	30. GRP LIVING	3.35
29. INCR COORD	3.65	1.10	0	2.55	48. REPORT R/A'S	3.33
9. PUB REL.	3.60	1.06	0	2.54	10. CENTRAL INTAKE	3.28
15. PAR SUPT GRPS	3.43	0.93	0	2.50	13. PARENTING ED	3.26
24. DRUG SERVICES	3.58	1.09	1	2.49	12. HELPERS-SCHOOLS	3.25
39. DFYS STAFF	3.74	1.28	1	2.46	43. TRAIN FOSTER	3.23
41. INDEP LIVING	3.50	1.07	1	2.43	28. INCR VOC OPP	3.23
40. CHANGE CODES	3.58	1.18	1	2.40	21. SAVE I & II	3.22
6. SPECIFIC \$\$	3.50	1.11	0	2.39	7. DROPOUT ED	3.22
3. CLEARINGHOUSE	3.55	1.28	0	2.27	25. HOMEBASED	3.21
52. RUNAWAY DETENT	3.68	1.42	0	2.26	27. FOLLOW-UP	3.17
32. FAM COUNSLING	3.18	0.94	0	2.24	41. INDEP LIVING	3.14
43. TRAIN FOSTER	3.24	1.03	1	2.21	35. SCHL CNSLERS	3.14
35. SCHL CNSLERS	3.40	1.22	0	2.18	34. SPEC. INST BED	3.05
44. NAT. ATTENT.	3.39	1.21	2	2.18	31. ADVOCACY	3.04
10. CENTRAL INTAKE	3.53	1.35	0	2.18	38. COMM. BEDS	3.03
12. HELPERS-SCHOOLS	3.14	0.98	2	2.16	6. SPECIFIC \$\$	2.99
48. REPORT R/A'S	3.24	1.12	1	2.12	46. APD COUNSELORS	2.95
34. SPEC. INST BED	3.30	1.19	0	2.11	36. PAR. RIGHTS ED	2.92
20. LEGAL STAT OFF	3.06	1.06	3	2.00	58. PRVT INDUSTRY	2.91
22. I & R	3.00	1.03	0	1.97	18. OUTREACH	2.90
13. PARENTING ED	3.13	1.19	0	1.94	39. DFYS STAFF	2.88
46. APD COUNSELORS	3.30	1.38	0	1.92	20. LEGAL STAT OFF	2.87
5. WORKING GRP	3.05	1.16	0	1.89	37. 18/19 TRANS	2.87
37. 18/19 TRANS	3.00	1.19	1	1.81	32. FAM COUNSLING	2.86
1. APD STAFF	2.90	1.15	0	1.75	44. NAT. ATTENT.	2.83
47. REPORT CARDS	2.75	1.04	2	1.71	47. REPORT CARDS	2.79
4. ASSESSMENT	3.00	1.30	0	1.70	8. NEEDS ASSESS.	2.78
31. ADVOCACY	2.78	1.01	0	1.69	5. WORKING GRP	2.75
2. \$\$ FOR MNTL HLTH	2.85	1.19	0	1.66	11. LEGAL EMANCE.	2.63
50. PRVT INDUSTRY	2.95	1.43	0	1.52	42. \$ TO ED PAR.	2.61
11. LEGAL EMANCE.	2.47	1.09	1	1.38	3. CLEARINGHOUSE	2.56
36. PAR. RIGHTS ED	2.58	1.24	0	1.34	4. ASSESSMENT	2.30
8. NEEDS ASSESS.	2.10	1.02	0	1.08	1. APD STAFF	2.12
42. \$ TO ED PAR.	2.39	1.34	2	1.05	2. \$\$ FOR MNTL HLTH	2.00

2. Recommendations by Services Type by Dimension

Recommendations	Easy to Do		N/A	AVG. -S	Recommendations	Cost		N/A	AVG. -S
	AVERAGE	STANDARD DEVIATION				AVERAGE	STANDARD DEVIATION		
PREVENTION					PREVENTION				
5. WORKING GRP	4.50	0.80	0	3.70	5. WORKING GRP	4.55	0.80	0	3.75
15. PAR SUPT GRPS	4.15	0.73	0	3.42	29. INCR COORD	4.15	1.01	0	3.14
22. I & R	4.18	0.77	0	3.41	12. HELPERS-SCHOOLS	3.94	1.02	3	2.92
36. PAR. RIGHTS ED	4.20	0.92	0	3.28	36. PAR. RIGHTS ED	3.85	0.93	0	2.92
47. REPORT CARDS	4.05	1.07	1	2.98	47. REPORT CARDS	3.84	1.06	1	2.78
13. PARENTING ED	3.85	1.14	0	2.71	15. PAR SUPT GRPS	3.90	1.16	0	2.74
9. PUB REL.	3.55	1.07	0	2.48	22. I & R	3.45	0.84	0	2.61
12. HELPERS-SCHOOLS	3.56	1.09	2	2.47	13. PARENTING ED	3.35	0.85	0	2.50
31. ADVOCACY	3.30	1.15	0	2.15	9. PUB REL.	3.23	0.81	0	2.42
29. INCR COORD	3.50	1.40	0	2.10	8. NEEDS ASSESS.	3.32	0.97	1	2.35
8. NEEDS ASSESS.	3.25	1.18	0	2.07	50. PRVT INDUSTRY	3.16	0.98	1	2.18
44. NAT. ATTENT.	2.83	1.25	2	1.58	31. ADVOCACY	2.85	1.16	0	1.69
35. SCHL CNSLERS	2.88	1.31	0	1.57	42. \$ TO ED PAR.	2.61	1.06	1	1.55
28. INCR VOC OPP	2.40	0.96	0	1.44	44. NAT. ATTENT.	2.50	1.10	2	1.40
25. HOMEBASED	2.43	1.12	0	1.31	28. INCR VOC OPP	2.30	1.13	0	1.17
32. FAM COUNSLING	2.50	1.20	0	1.30	25. HOMEBASED	2.10	1.07	0	1.03
21. SAVE I & II	2.60	1.33	0	1.27	32. FAM COUNSLING	2.05	1.04	0	1.01
50. PRVT INDUSTRY	2.45	1.21	0	1.24	35. SCHL CNSLERS	2.23	1.35	0	0.88
2. \$\$ FOR MNTL HLTH	2.10	1.05	0	1.05	2. \$\$ FOR MNTL HLTH	1.95	1.07	0	0.88
42. \$ TO ED PAR.	1.97	1.16	1	0.81	21. SAVE I & II	2.00	1.28	0	0.72
INTERVENTION					INTERVENTION				
15. PAR SUPT GRPS	4.15	0.73	0	3.42	40. CHANGE CODES	4.42	1.01	1	3.41
22. I & R	4.18	0.77	0	3.41	19. INTR PROTOCOL	4.30	0.94	0	3.36
36. PAR. RIGHTS ED	4.20	0.92	0	3.28	29. INCR COORD	4.15	1.01	0	3.14
19. INTR PROTOCOL	4.15	1.09	0	3.06	43. TRAIN FOSTER	4.00	0.87	2	3.13
43. TRAIN FOSTER	4.00	0.94	1	3.06	36. PAR. RIGHTS ED	3.85	0.93	0	2.92
45. HOTLINE	4.15	1.15	0	3.00	12. HELPERS-SCHOOLS	3.94	1.02	3	2.92
49. REPORT TO DFYS	4.00	1.08	0	2.92	49. REPORT TO DFYS	3.95	1.13	0	2.82
12. HELPERS-SCHOOLS	3.56	1.09	2	2.47	48. REPORT R/A'S	4.00	1.24	2	2.76
48. REPORT R/A'S	3.74	1.36	1	2.38	15. PAR SUPT GRPS	3.90	1.16	0	2.74
23. IN-SCHOOL SUSP	3.55	1.36	0	2.19	22. I & R	3.45	0.84	0	2.61
26. CRISIS INTERV.	3.38	1.21	0	2.17	45. HOTLINE	3.65	1.06	0	2.59
31. ADVOCACY	3.30	1.15	0	2.15	33. INCR FOSTER CAR	3.15	1.11	0	2.04
29. INCR COORD	3.50	1.40	0	2.10	18. OUTREACH	2.92	1.01	1	1.91
4. ASSESSMENT	3.20	1.11	0	2.09	4. ASSESSMENT	2.70	0.91	0	1.79
40. CHANGE CODES	3.42	1.35	1	2.07	31. ADVOCACY	2.85	1.16	0	1.69
11. LEGAL EMANCE.	3.40	1.35	0	2.05	3. CLEARINGHOUSE	2.70	1.12	0	1.58
51. SECURE DETENT	3.36	1.43	0	1.93	7. DROPOUT ED	2.63	1.38	0	1.55
3. CLEARINGHOUSE	3.15	1.29	0	1.86	23. IN-SCHOOL SUSP	2.80	1.38	0	1.42
7. DROPOUT ED	2.70	1.01	0	1.69	44. NAT. ATTENT.	2.50	1.10	2	1.40
33. INCR FOSTER CAR	2.60	0.93	0	1.67	26. CRISIS INTERV.	2.60	1.22	0	1.38
44. NAT. ATTENT.	2.83	1.25	2	1.58	11. LEGAL EMANCE.	2.65	1.33	0	1.32
35. SCHL CNSLERS	2.88	1.31	0	1.57	52. RUNAWAY DETENT	2.52	1.37	0	1.15
38. COMM. BEDS	2.92	1.44	1	1.48	46. APD COUNSELORS	2.16	1.05	1	1.11
52. RUNAWAY DETENT	3.00	1.52	0	1.48	10. CENTRAL INTAKE	2.30	1.24	0	1.06
1. APD STAFF	3.00	1.55	0	1.45	6. SPECIFIC \$\$	2.00	0.95	0	1.05
18. OUTREACH	2.48	1.17	0	1.31	25. HOMEBASED	2.10	1.07	0	1.03
25. HOMEBASED	2.43	1.12	0	1.31	1. APD STAFF	2.10	1.09	0	1.01
32. FAM COUNSLING	2.50	1.20	0	1.30	32. FAM COUNSLING	2.05	1.04	0	1.01
46. APD COUNSELORS	2.70	1.43	0	1.27	35. SCHL CNSLERS	2.23	1.35	0	0.88
21. SAVE I & II	2.60	1.33	0	1.27	38. COMM. BEDS	2.26	1.38	1	0.88
10. CENTRAL INTAKE	2.60	1.42	0	1.18	2. \$\$ FOR MNTL HLTH	1.95	1.07	0	0.88

14. DROPIN CNTR	2.65	1.47	0	1.18	39. DFYS STAFF	1.74	0.91	1	0.83
34. SPEC. INST BED	2.40	1.33	0	1.07	14. DROPIN CNTR	2.03	1.23	1	0.80
2. \$\$ FOR MNTL HLTH	2.10	1.05	0	1.05	34. SPEC. INST BED	1.80	1.06	0	0.74
6. SPECIFIC \$\$	2.00	1.00	0	1.00	21. SAVE I & II	2.00	1.28	0	0.72
39. DFYS STAFF	2.47	1.57	1	0.90	51. SECURE DETENT	2.70	2.00	0	0.62

AFTERCARE

15. PAR SUPT GRPS	4.15	0.73	0	3.42
19. INTR PROTOCOL	4.15	1.09	0	3.06
17. YTH SUPT GRPS	3.43	1.03	0	2.40
23. IN-SCHOOL SUSP	3.55	1.36	0	2.19
31. ADVOCACY	3.30	1.15	0	2.15
29. INCR COORD	3.50	1.40	0	2.10
11. LEGAL EMANCE.	3.40	1.35	0	2.05
24. DRUG SERVICES	3.10	1.22	0	1.80
3. CLEARINGHOUSE	3.15	1.29	0	1.86
20. LEGAL STAT OFF	3.00	1.24	3	1.76
37. 18/19 TRANS	3.05	1.33	1	1.72
44. NAT. ATTENT.	2.83	1.25	2	1.50
28. INCR VOC OPP	2.40	0.96	0	1.44
25. HOMEBASED	2.43	1.12	0	1.31
41. INDEP LIVING	2.53	1.22	1	1.31
32. FAM COUNSLING	2.50	1.20	0	1.30
46. APD COUNSELORS	2.70	1.43	0	1.27
21. SAVE I & II	2.60	1.33	0	1.27
2. \$\$ FOR MNTL HLTH	2.10	1.05	0	1.05
6. SPECIFIC \$\$	2.00	1.00	0	1.00
30. GRP LIVING	2.30	1.30	0	1.00
27. FOLLOW-UP	2.20	1.52	0	0.68

AFTERCARE

19. INTR PROTOCOL	4.30	0.94	0	3.36
29. INCR COORD	4.15	1.01	0	3.14
17. YTH SUPT GRPS	3.80	0.94	0	2.86
15. PAR SUPT GRPS	3.90	1.16	0	2.74
20. LEGAL STAT OFF	3.12	1.08	3	2.04
37. 18/19 TRANS	3.00	0.90	1	2.02
31. ADVOCACY	2.85	1.16	0	1.69
3. CLEARINGHOUSE	2.70	1.12	0	1.58
23. IN-SCHOOL SUSP	2.80	1.38	0	1.42
44. NAT. ATTENT.	2.50	1.10	2	1.40
41. INDEP LIVING	2.45	1.12	1	1.33
24. DRUG SERVICES	2.25	0.93	0	1.32
11. LEGAL EMANCE.	2.65	1.33	0	1.32
28. INCR VOC OPP	2.30	1.13	0	1.17
46. APD COUNSELORS	2.16	1.05	1	1.11
6. SPECIFIC \$\$	2.00	0.95	0	1.05
25. HOMEBASED	2.10	1.07	0	1.03
32. FAM COUNSLING	2.05	1.04	0	1.01
27. FOLLOW-UP	2.05	1.12	0	0.93
2. \$\$ FOR MNTL HLTH	1.95	1.07	0	0.80
30. GRP LIVING	2.03	1.21	0	0.82
21. SAVE I & II	2.00	1.29	0	0.72

Recommendations

Potential Impact
AVERAGE STANDARD N/A AVG.-S
DEVIATION

25. HOMEBASED	4.38	0.75	0	3.63
21. SAVE I & II	4.37	0.76	1	3.61
28. INCR VOC OPP	4.05	0.98	0	3.17
9. PUB REL.	4.15	1.01	0	3.14
29. INCR COORD	3.90	1.04	0	2.86
13. PARENTING ED	3.70	1.00	0	2.70
32. FAM COUNSLING	3.40	0.74	0	2.66
15. PAR SUPT GRPS	3.50	0.85	0	2.65
2. \$\$ FOR MNTL HLTH	3.80	1.15	0	2.65
12. HELPERS-SCHOOLS	3.72	1.10	2	2.62
35. SCHL CNSLERS	3.78	1.25	0	2.53
44. NAT. ATTENT.	3.61	1.16	2	2.45
22. I & R	3.38	1.12	0	2.26
5. WORKING GRP	3.35	1.20	0	2.15
50. PRVT INDUSTRY	3.38	1.24	0	2.14
47. REPORT CARDS	3.22	1.22	2	2.00
31. ADVOCACY	3.15	1.16	0	1.99
8. NEEDS ASSESS.	2.65	1.10	0	1.55
36. PAR. RIGHTS ED	2.90	1.30	0	1.52
42. \$ TO ED PAR.	2.92	1.42	2	1.50

INTERVENTION

51. SECURE DETENT	4.52	0.49	0	4.03
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Recommendations

Severity
AVERAGE STANDARD N/A AVG.-S
DEVIATION

25. HOMEBASED	4.03	0.81	0	3.22
21. SAVE I & II	3.50	0.93	1	2.57
32. FAM COUNSLING	3.15	0.73	0	2.42
44. NAT. ATTENT.	3.44	1.16	2	2.28
28. INCR VOC OPP	3.38	1.10	0	2.29
29. INCR COORD	3.20	1.03	0	2.17
13. PARENTING ED	3.25	1.10	0	2.15
15. PAR SUPT GRPS	2.83	0.69	0	2.14
9. PUB REL.	3.18	1.05	0	2.13
35. SCHL CNSLERS	3.13	1.11	0	2.02
12. HELPERS-SCHOOLS	2.83	0.98	2	1.85
22. I & R	2.73	0.91	0	1.82
2. \$\$ FOR MNTL HLTH	3.10	1.32	0	1.78
31. ADVOCACY	2.60	0.91	0	1.69
5. WORKING GRP	2.60	0.96	0	1.64
47. REPORT CARDS	2.56	1.03	2	1.53
42. \$ TO ED PAR.	2.36	1.03	2	1.33
36. PAR. RIGHTS ED	2.45	1.13	0	1.32
50. PRVT INDUSTRY	2.63	1.33	0	1.30
8. NEEDS ASSESS.	1.95	0.86	0	1.09

INTERVENTION

26. CRISIS INTERV.	4.10	0.85	0	3.25
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23. IN-SCHOOL SUSP	4.50	0.84	0	3.66	25. HOMEBASED	4.03	0.81	0	3.22
25. HOMEBASED	4.38	0.75	0	3.63	23. IN-SCHOOL SUSP	3.93	0.99	0	2.94
21. SAVE I & II	4.37	0.76	1	3.61	51. SECURE DETENT	3.92	1.11	0	2.81
25. CRISIS INTERV.	4.33	0.74	0	3.59	39. DFYS STAFF	3.79	1.07	1	2.72
10. CENTRAL INTAKE	4.25	0.93	0	3.32	38. COMM. BEDS	3.74	1.03	1	2.71
7. DROPOUT ED	4.20	0.91	0	3.29	14. DROPIN CNTR	3.93	1.25	0	2.68
3. CLEARINGHOUSE	4.30	1.04	0	3.26	33. INCR FOSTER CAR	3.55	0.91	0	2.64
52. RUNAWAY DETENT	4.12	0.91	0	3.21	18. OUTREACH	3.50	0.87	1	2.63
19. INTR PROTOCOL	3.95	0.84	0	3.11	7. DROPOUT ED	3.55	0.97	0	2.58
14. DROPIN CNTR	4.08	1.15	0	2.93	10. Central Intake 39	3.50	0.92	0	2.58
39. DFYS STAFF	3.89	0.98	1	2.91	21. SAVE I & II	3.50	0.93	1	2.57
29. INCR COORD	3.90	1.04	0	2.86	52. RUNAWAY DETENT	3.64	1.11	0	2.53
6. SPECIFIC \$\$	3.90	1.09	0	2.91	40. CHANGE CODES	3.53	1.09	1	2.44
33. INCR FOSTER CAR	3.80	1.03	0	2.77	32. FAM COUNSLING	3.15	0.73	0	2.42
49. REPORT TO DFYS	3.80	1.03	0	2.77	34. SPEC. INST BED	3.35	0.96	0	2.39
38. COMM. BEDS	3.84	1.09	1	2.75	45. HOTLINE	3.40	1.04	0	2.36
18. OUTREACH	3.74	1.02	1	2.72	6. Specific \$ 3.60	3.50	1.16	0	2.34
45. HOTLINE	3.80	1.12	0	2.68	49. REPORT TO DFYS	3.39	1.09	1	2.30
32. FAM COUNSLING	3.40	0.74	0	2.66	44. NAT. ATTENT.	3.44	1.16	2	2.28
15. PAR SUPT GRPS	3.50	0.85	0	2.65	3. CLEARINGHOUSE	3.45	1.20	0	2.25
2. \$\$ FOR MNTL HLTH	3.80	1.15	0	2.65	19. INTR PROTOCOL	3.18	0.93	0	2.35
12. HELPERS-SCHOOLS	3.72	1.10	2	2.62	43. TRAIN FOSTER	2.94	0.75	2	2.19
40. CHANGE CODES	3.79	1.21	1	2.58	29. INCR COORD	3.20	1.03	0	2.17
1. APD STAFF	3.50	0.97	0	2.53	15. PAR SUPT GRPS	2.83	0.69	0	2.14
34. SPEC. INST BED	3.50	0.97	0	2.53	35. SCHL CNSLERS	3.13	1.11	0	2.02
35. SCHL CNSLERS	3.78	1.25	0	2.53	48. REPORT R/A'S	2.97	1.11	2	1.86
4. ASSESSMENT	3.70	1.18	0	2.52	12. HELPERS-SCHOOLS	2.83	0.98	2	1.85
44. NAT. ATTENT.	3.61	1.16	2	2.45	1. APD STAFF	3.05	1.21	0	1.84
43. TRAIN FOSTER	3.37	0.92	1	2.45	22. I & R	2.73	0.91	0	1.82
46. APD COUNSELORS	3.63	1.27	0	2.36	46. APD COUNSELORS	3.10	1.30	0	1.80
48. REPORT R/A'S	3.26	0.96	1	2.3	2. \$\$ FOR MNTL HLTH	3.10	1.32	0	1.78
22. I & R	3.38	1.12	0	2.26	31. ADVOCACY	2.60	0.91	0	1.69
31. ADVOCACY	3.15	1.16	0	1.99	4. ASSESSMENT	2.75	1.20	0	1.55
36. PAR. RIGHTS ED	2.90	1.38	0	1.52	11. LEGAL EMANCE.	2.42	0.99	1	1.43
11. LEGAL EMANCE.	2.75	1.28	0	1.47	36. PAR. RIGHTS ED	2.45	1.13	0	1.32

AFTERCARE

23. IN-SCHOOL SUSP	4.50	0.84	0	3.66	25. HOMEBASED	4.03	0.81	0	3.22
25. HOMEBASED	4.38	0.75	0	3.63	27. FOLLOW-UP	3.85	0.90	0	2.95
21. SAVE I & II	4.37	0.76	1	3.61	23. IN-SCHOOL SUSP	3.93	0.99	0	2.94
30. GRP LIVING	4.35	0.91	0	3.44	30. GRP LIVING	3.78	0.84	0	2.94
3. CLEARINGHOUSE	4.30	1.04	0	3.26	21. SAVE I & II	3.50	0.93	1	2.57
28. INCR VOC OPP	4.05	0.88	0	3.17	32. FAM COUNSLING	3.15	0.73	0	2.42
19. INTR PROTOCOL	3.95	0.84	0	3.11	24. DRUG SERVICES	3.61	1.20	1	2.41
27. FOLLOW-UP	3.95	0.95	0	2.80	41. INDEP LIVING	3.37	0.98	1	2.39
41. INDEP LIVING	3.34	0.97	1	2.87	17. YTH SUPT GRPS	3.08	0.73	0	2.35
24. DRUG SERVICES	3.65	0.98	0	2.87	6. SPECIFIC \$\$	3.50	1.16	0	2.34
29. INCR COORD	3.90	1.04	0	2.86	44. NAT. ATTENT.	3.44	1.16	2	2.28
6. SPECIFIC \$\$	3.90	1.09	0	2.81	28. INCR VOC OPP	3.38	1.10	0	2.28
17. YTH SUPT GRPS	3.60	0.91	0	2.69	2. CLEARINGHOUSE	3.45	1.20	0	2.25
32. FAM COUNSLING	3.40	0.74	0	2.66	19. INTR PROTOCOL	3.18	0.93	0	2.25
2. \$\$ FOR MNTL HLTH	3.80	1.15	0	2.65	29. INCR COORD	3.20	1.03	0	2.17
15. PAR SUPT GRPS	3.50	0.85	0	2.65	15. PAR SUPT GRPS	2.83	0.69	0	2.14
20. LEGAL STAT OFF	3.55	1.14	3	2.51	37. 18/19 TRANS	3.16	1.05	1	2.11
37. 18/19 TRANS	3.53	1.02	1	2.51	20. LEGAL STAT OFF	3.00	1.05	3	1.95
44. NAT. ATTENT.	3.61	1.16	2	2.45	46. APD COUNSELORS	3.10	1.30	0	1.80

46. APD COUNSELORS	3.63	1.27	0	2.36	2. \$\$ FOR MNTL HLTH	3.10	1.32	0	1.78
31. ADVOCACY	3.15	1.16	0	1.99	31. ADVOCACY	2.60	0.91	0	1.69
11. LEGAL EXANCE.	2.75	1.28	0	1.47	11. LEGAL EXANCE.	2.42	0.99	1	1.43

Recommendations	AVERAGE	Priority STANDARD DEVIATION	N/A	AVG. -S	Recommendations	Overall Average
PREVENTION					PREVENTION	
25. HOMEBASED	4.00	0.81	0	7 19	15. PAR SUPT GRPS	3.50
21. SAVE I & II	3.37	0.81	1	3.06	9. PUB REL.	3.47
28. INCR VOC OPP	3.45	0.86	0	2.59	22. I & R	3.47
29. INCR COORD	3.65	1.10	0	2.55	29. INCR COORD	3.44
9. PUB REL.	3.60	1.06	0	2.54	13. PARENTING ED	3.26
15. PAR SUPT GRPS	3.43	0.93	0	2.50	12. HELPERS-SCHOOLS	3.25
32. FAM COUNSLING	3.18	0.94	0	2.24	28. INCR VOC OPP	3.23
35. SCHL CNSLERS	3.40	1.22	0	2.18	21. SAVE I & II	3.22
44. NAT. ATTENT.	3.39	1.21	2	2.18	25. HOMEBASED	3.21
12. HELPERS-SCHOOLS	3.14	0.98	2	2.16	35. SCHL CNSLERS	3.14
22. I & R	3.00	1.03	0	1.97	31. ADVOCACY	3.04
13. PARENTING ED	3.13	1.19	0	1.94	36. PAR. RIGHTS ED	2.92
5. WORKING GRP	3.05	1.16	0	1.89	50. PRVT INDUSTRY	2.91
47. REPORT CARDS	2.75	1.04	2	1.71	32. FAM COUNSLING	2.86
31. ADVOCACY	2.70	1.01	0	1.69	44. NAT. ATTENT.	2.83
2. \$\$ FOR MNTL HLTH	2.85	1.19	0	1.66	47. REPORT CARDS	2.79
50. PRVT INDUSTRY	2.95	1.43	0	1.52	8. NEEDS ASSESS.	2.78
36. PAR. RIGHTS ED	2.58	1.24	0	1.34	5. WORKING GRP	2.75
8. NEEDS ASSESS.	2.10	1.02	0	1.08	42. \$ TO ED PAR.	2.61
42. \$ TO ED PAR.	2.39	1.34	2	1.05	2. \$\$ FOR MNTL HLTH	2.00

INTERVENTION					INTERVENTION	
25. HOMEBASED	4.00	0.81	0	3.19	45. HOTLINE	3.87
21. SAVE I & II	3.87	0.81	1	3.06	19. INTR PROTOCOL	3.78
25. CRISIS INTERV.	4.00	0.96	0	3.04	49. REPORT TO DFYS	3.70
14. DROPIN CNTR	4.00	1.05	0	3.03	51. SECURE DETENT	3.68
51. SECURE DETENT	3.92	1.03	0	2.89	23. IN-SCHOOL SUSP	3.68
19. INTR PROTOCOL	3.78	0.91	0	2.87	26. CRISIS INTERV.	3.63
23. IN-SCHOOL SUSP	3.88	1.07	0	2.81	15. PAR SUPT GRPS	3.50
49. REPORT TO DFYS	3.73	1.01	0	2.72	22. I & R	3.47
23. COMM. BEDS	3.87	1.20	1	2.67	29. INCR COORD	3.44
16. OUTREACH	3.47	0.82	1	2.65	40. CHANGE CODES	3.42
33. INCR FOSTER CAR	3.60	1.00	0	2.60	33. INCR FOSTER CAR	3.41
45. HOTLINE	3.73	1.14	0	2.59	52. RUNAWAY DETENT	3.39
7. DROPOUT ED	3.53	0.94	0	2.59	14. DROPIN CNTR	3.35
29. INCR COORD	3.65	1.10	0	2.55	48. REPORT R/A'S	3.33
15. PAR SUPT GRPS	3.43	0.93	0	2.50	10. CENTRAL INTAKE	3.28
29. DFYS STAFF	3.74	1.20	1	2.46	12. HELPERS-SCHOOLS	3.25
40. CHANGE CODES	3.58	1.18	1	2.40	43. TRAIN FOSTER	3.23
6. SPECIFIC \$\$	3.50	1.11	0	2.39	21. SAVE I & II	3.22
3. CLEARINGHOUSE	3.55	1.29	0	2.27	7. DROPOUT ED	3.22
52. RUNAWAY DETENT	3.68	1.42	0	2.26	25. HOMEBASED	3.21
32. FAM COUNSLING	3.18	0.94	0	2.24	35. SCHL CNSLERS	3.14
43. TRAIN FOSTER	3.24	1.03	1	2.21	34. SPEC. INST BED	3.05
35. SCHL CNSLERS	3.40	1.22	0	2.18	31. ADVOCACY	3.04
44. NAT. ATTENT.	3.39	1.21	2	2.18	38. COMM. BEDS	3.03
12. CENTRAL INTAKE	3.53	1.35	0	2.18	6. SPECIFIC \$\$	2.99
12. HELPERS-SCHOOLS	3.14	0.98	2	2.16	46. APD COUNSELORS	2.95
48. REPORT R/A'S	3.24	1.12	1	2.12	36. PAR. RIGHTS ED	2.92

34. SPEC. INST BED	3.30	1.19	0	2.11	18. OUTREACH	2.90
22. I & R	3.30	1.03	0	1.97	39. DFYS STAFF	2.88
46. APD COUNSELORS	3.30	1.38	0	1.92	32. FAM COUNSLING	2.86
1. APD STAFF	2.90	1.15	0	1.75	44. NAT. ATTENT.	2.83
4. ASSESSMENT	3.00	1.30	0	1.70	11. LEGAL EMANCE.	2.63
31. ADVOCACY	2.70	1.01	0	1.69	3. CLEARINGHOUSE	2.56
2. \$\$ FOR MNTL HLTH	2.85	1.19	0	1.66	4. ASSESSMENT	2.30
11. LEGAL EMANCE.	2.47	1.09	1	1.38	1. APD STAFF	2.12
36. PAR. RIGHTS ED	2.58	1.24	0	1.34	2. \$\$ FOR MNTL HLTH	2.00

AFTERCARE

25. HOMEBASED	4.00	0.81	0	3.19
30. SRP LIVING	4.20	0.89	0	3.11
21. SAVE I & II	3.87	0.81	1	3.06
27. FOLLOW-UP	3.95	0.93	0	3.02
19. INTR PROTOCOL	3.78	0.91	0	2.87
23. IN-SCHOOL SUSP	3.88	1.07	0	2.81
17. YTH SUPT GRPS	3.55	0.92	0	2.63
28. INCR VOC OPP	3.45	0.86	0	2.59
29. INCR COORD	3.65	1.10	0	2.55
15. PAR SUPT GRPS	3.43	0.93	0	2.5
24. DRUG SERVICES	3.58	1.09	1	2.49
41. INDEP LIVING	3.50	1.07	1	2.43
6. SPECIFIC \$\$	3.50	1.11	0	2.39
3. CLEARINGHOUSE	3.55	1.20	0	2.27
32. FAM COUNSLING	3.18	0.94	0	2.24
44. NAT. ATTENT.	3.39	1.21	2	2.18
20. LEGAL STAT OFF	3.06	1.06	3	2
46. APD COUNSELORS	3.30	1.38	0	1.92
37. 18/19 TRANS	3.00	1.19	1	1.81
31. ADVOCACY	2.70	1.01	0	1.69
2. \$\$ FOR MNTL HLTH	2.85	1.19	0	1.66
11. LEGAL EMANCE.	2.47	1.09	1	1.38

AFTERCARE

19. INTR PROTOCOL	3.78
23. IN-SCHOOL SUSP	3.68
15. PAR SUPT GRPS	3.50
24. DRUG SERVICES	3.45
29. INCR COORD	3.44
17. YTH SUPT GRPS	3.39
30. GRP LIVING	3.35
28. INCR VOC OPP	3.23
21. SAVE I & II	3.22
25. HOMEBASED	3.21
27. FOLLOW-UP	3.17
41. INDEP LIVING	3.14
31. ADVOCACY	3.04
6. SPECIFIC \$\$	2.99
46. APD COUNSELORS	2.95
20. LEGAL STAT OFF	2.87
37. 18/19 TRANS	2.87
32. FAM COUNSLING	2.86
44. NAT. ATTENT.	2.83
11. LEGAL EMANCE.	2.63
3. CLEARINGHOUSE	2.56
2. \$\$ FOR MNTL HLTH	2.00

3. Recommendations by Target Population by Dimension

Recommendations	Easy to Do				Recommendations	Cost			
	AVERAGE	STANDARD DEVIATION	N/A	AVG-S		AVERAGE	STANDARD DEVIATION	N/A	AVG-S
PRE-RUNAWAY					PRE-RUNAWAY				
5. WORKING GRP	4.50	0.80	0	3.70	5. WORKING GRP	4.55	0.80	0	3.75
22. I & R	4.18	0.77	0	3.41	29. INCR COORD	4.15	1.01	0	3.14
45. HOTLINE	4.15	1.15	0	3.00	12. HELPERS-SCHOOLS	3.94	1.02	3	2.92
47. REPORT CARDS	4.05	1.07	1	2.98	47. REPORT CARDS	3.84	1.06	1	2.78
13. PARENTING ED	3.85	1.14	0	2.71	22. I & R	3.45	0.84	0	2.61
9. PUB REL.	3.55	1.07	0	2.48	45. HOTLINE	3.65	1.06	0	2.59
12. HELPERS-SCHOOLS	3.56	1.09	2	2.47	13. PARENTING ED	3.35	0.85	0	2.50
23. IN-SCHOOL SUSP	3.55	1.36	0	2.19	9. PUB REL.	3.23	0.81	0	2.42
26. CRISIS INTERV.	3.38	1.21	0	2.17	8. NEEDS ASSESS.	3.32	0.97	1	2.35
31. ADVOCACY	3.30	1.15	0	2.15	50. PRVT INDUSTRY	3.16	0.98	1	2.18
29. INCR COORD	3.50	1.40	0	2.10	20. LEGAL STAT OFF	3.12	1.08	3	2.04
8. NEEDS ASSESS.	3.25	1.18	0	2.07	31. ADVOCACY	2.85	1.16	0	1.69
24. DRUG SERVICES	3.10	1.22	0	1.88	3. CLEARINGHOUSE	2.70	1.12	0	1.58
3. CLEARINGHOUSE	3.15	1.29	0	1.86	42. \$ TO ED PAR.	2.61	1.06	1	1.55
20. LEGAL STAT OFF	3.00	1.24	3	1.76	23. IN-SCHOOL SUSP	2.80	1.38	0	1.42
44. NAT. ATTENT.	2.83	1.25	2	1.58	44. NAT. ATTENT.	2.50	1.10	2	1.40
35. SCHL CNSLERS	2.88	1.31	0	1.57	26. CRISIS INTERV.	2.60	1.22	0	1.38
28. INCR VOC OPP	2.40	0.96	0	1.44	24. DRUG SERVICES	2.25	0.93	0	1.32
25. HOMEBASED	2.43	1.12	0	1.31	28. INCR VOC OPP	2.30	1.13	0	1.17
32. FAM COUNSLING	2.50	1.20	0	1.30	25. HOMEBASED	2.10	1.07	0	1.03
21. SAVE I & II	2.60	1.33	0	1.27	32. FAM COUNSLING	2.05	1.04	0	1.01
50. PRVT INDUSTRY	2.45	1.21	0	1.24	35. SCHL CNSLERS	2.23	1.35	0	2.33
42. \$ TO ED PAR.	1.97	1.16	1	0.81	21. SAVE I & II	2.00	1.28	0	2.72
FIRST TIME RUNAWAY					FIRST TIME RUNAWAY				
22. I & R	4.18	0.77	0	3.41	40. CHANGE CODES	4.42	1.01	1	3.41
19. INTR PROTOCOL	4.15	1.09	0	3.06	19. INTR PROTOCOL	4.30	0.94	0	3.36
43. TRAIN FOSTER	4.00	0.94	1	3.06	29. INCR COORD	4.15	1.01	0	3.14
45. HOTLINE	4.15	1.15	0	3.00	43. TRAIN FOSTER	4.00	0.87	2	3.13
49. REPORT TO DFYS	4.00	1.08	0	2.92	12. HELPERS-SCHOOLS	3.94	1.02	3	2.92
13. PARENTING ED	3.85	1.14	0	2.71	49. REPORT TO DFYS	3.95	1.13	0	2.92
9. PUB REL.	3.55	1.07	0	2.48	40. REPORT R/A'S	4.00	1.24	2	2.76
12. HELPERS-SCHOOLS	3.56	1.09	2	2.47	22. I & R	3.45	0.84	0	2.61
48. REPORT R/A'S	3.74	1.36	1	2.38	45. HOTLINE	3.65	1.06	0	2.59
23. IN-SCHOOL SUSP	3.55	1.36	0	2.19	13. PARENTING ED	3.35	0.85	0	2.50
26. CRISIS INTERV.	3.38	1.21	0	2.17	9. PUB REL.	3.23	0.81	0	2.42
31. ADVOCACY	3.30	1.15	0	2.15	33. INCR FOSTER CAR	3.15	1.11	0	2.04
29. INCR COORD	3.50	1.40	0	2.10	4. ASSESSMENT	2.70	0.91	0	1.79
4. ASSESSMENT	3.20	1.11	0	2.09	31. ADVOCACY	2.85	1.16	0	1.69
40. CHANGE CODES	3.42	1.35	1	2.07	3. CLEARINGHOUSE	2.70	1.12	0	1.58
24. DRUG SERVICES	3.10	1.22	0	1.88	23. IN-SCHOOL SUSP	2.30	1.38	0	1.42
3. CLEARINGHOUSE	3.15	1.29	0	1.86	44. NAT. ATTENT.	2.50	1.10	2	1.40
33. INCR FOSTER CAR	2.60	0.93	0	1.67	26. CRISIS INTERV.	2.60	1.22	0	1.38
44. NAT. ATTENT.	2.83	1.25	2	1.58	24. DRUG SERVICES	2.25	0.93	0	1.32
35. SCHL CNSLERS	2.88	1.31	0	1.57	28. INCR VOC OPP	2.30	1.13	0	1.17
52. RUNAWAY DETENT	3.00	1.52	0	1.48	52. RUNAWAY DETENT	2.52	1.37	0	1.15
38. COMM. BEDS	2.92	1.44	1	1.48	46. APD COUNSELORS	2.16	1.05	1	1.11
1. APD STAFF	3.00	1.55	0	1.45	10. CENTRAL INTAKE	2.30	1.24	0	1.06
29. INCR VOC OPP	2.40	0.96	0	1.44	5. SPECIFIC \$\$	2.00	0.95	0	1.05
25. HOMEBASED	2.43	1.12	0	1.31	25. HOMEBASED	2.10	1.07	0	1.03
32. FAM COUNSLING	2.50	1.20	0	1.30	1. APD STAFF	2.10	1.09	0	1.01
46. APD COUNSELORS	2.70	1.43	0	1.27	32. FAM COUNSLING	2.05	1.04	0	1.01
21. SAVE I & II	2.60	1.33	0	1.27	27. FOLLOW-UP	2.05	1.12	0	2.33

10. CENTRAL INTAKE	2.60	1.42	0	1.18
2. \$\$ FOR MNTL HLTH	2.10	1.05	0	1.05
6. SPECIFIC \$\$	2.00	1.00	0	1.00
39. DFYS STAFF	2.47	1.57	1	0.90
27. FOLLOW-UP	2.20	1.52	0	0.68

38. COMM. BEDS	2.26	1.38	1	2.88
35. SCHL CNSLERS	2.23	1.35	0	3.30
2. \$\$ FOR MNTL HLTH	1.95	1.07	0	0.88
39. DFYS STAFF	1.74	0.91	1	0.83
21. SAVE I & II	2.00	1.28	0	0.72

CHRONIC RUNAWAY

22. I & R	4.18	0.77	0	3.41
19. INTR PROTOCOL	4.15	1.09	0	3.06
45. HOTLINE	4.15	1.15	0	3.00
49. REPORT TO DFYS	4.00	1.08	0	2.92
9. PUB REL.	3.55	1.07	0	2.48
17. YTH SUPT GRPS	3.43	1.03	0	2.40
48. REPORT R/A'S	3.74	1.36	1	2.38
23. IN-SCHOOL SUSP	3.55	1.36	0	2.19
31. ADVOCACY	3.30	1.15	0	2.15
29. INCR COORD	3.59	1.40	0	2.10
4. ASSESSMENT	3.20	1.11	0	2.09
40. CHANGE CODES	3.42	1.35	1	2.07
11. LEGAL EMANCE.	3.40	1.35	0	2.05
51. SECURE DETENT	3.36	1.43	0	1.93
24. DRUG SERVICES	3.10	1.22	0	1.88
3. CLEARINGHOUSE	3.15	1.29	0	1.86
37. 18/19 TRANS	3.05	1.33	1	1.72
7. DROPOUT ED	2.78	1.01	0	1.69
44. NAT. ATTENT.	2.83	1.25	2	1.58
52. RUNAWAY DETENT	3.00	1.52	0	1.48
28. INCR VOC OPP	2.40	0.96	0	1.44
18. OUTREACH	2.48	1.17	0	1.31
25. HOMEBASED	2.43	1.12	0	1.31
41. INDEP LIVING	2.53	1.22	1	1.31
21. SAVE I & II	2.60	1.33	0	1.27
10. CENTRAL INTAKE	2.58	1.42	0	1.18
14. DROPIN CNTR	2.65	1.47	0	1.18
34. SPEC. INST BED	2.40	1.33	0	1.07
2. \$\$ FOR MNTL HLTH	2.10	1.05	0	1.05
6. SPECIFIC \$\$	2.00	1.00	0	1.00
30. GRP LIVING	2.30	1.30	0	1.00
39. DFYS STAFF	2.47	1.57	1	0.90
27. FOLLOW-UP	2.20	1.52	0	0.68

CHRONIC RUNAWAY

40. CHANGE CODES	4.42	1.01	1	3.41
19. INTR PROTOCOL	4.30	0.94	0	3.36
29. INCR COORD	4.15	1.01	0	3.14
17. YTH SUPT GRPS	3.80	0.94	0	2.86
49. REPORT TO DFYS	3.95	1.13	0	2.82
48. REPORT R/A'S	4.00	1.24	2	2.76
22. I & R	3.45	0.84	0	2.61
45. HOTLINE	3.65	1.06	0	2.59
9. PUB REL.	3.23	0.81	0	2.42
37. 18/19 TRANS	3.00	0.98	1	2.32
18. OUTREACH	2.92	1.01	1	1.91
4. ASSESSMENT	2.70	0.91	0	1.79
31. ADVOCACY	2.85	1.16	0	1.69
3. CLEARINGHOUSE	2.70	1.12	0	1.58
7. DROPOUT ED	2.63	1.08	0	1.55
23. IN-SCHOOL SUSP	2.80	1.38	0	1.42
44. NAT. ATTENT.	2.50	1.10	2	1.40
41. INDEP LIVING	2.45	1.12	1	1.33
24. DRUG SERVICES	2.25	0.93	0	1.32
11. LEGAL EMANCE.	2.65	1.33	0	1.32
28. INCR VOC OPP	2.30	1.13	0	1.17
52. RUNAWAY DETENT	2.52	1.37	0	1.15
10. CENTRAL INTAKE	2.30	1.24	0	1.06
6. SPECIFIC \$\$	2.00	0.95	0	1.05
25. HOMEBASED	2.10	1.07	0	1.03
27. FOLLOW-UP	2.05	1.12	0	0.93
2. \$\$ FOR MNTL HLTH	1.95	1.07	0	0.88
39. DFYS STAFF	1.74	0.91	1	0.83
30. GRP LIVING	2.03	1.21	0	0.82
14. DROPIN CNTR	2.03	1.23	1	0.80
34. SPEC. INST BED	1.80	1.06	0	0.74
21. SAVE I & II	2.00	1.28	0	0.72
51. SECURE DETENT	2.70	2.08	0	2.62

POST RUNAWAY AND THEIR FAMILIES

9. PUB REL.	3.55	1.07	0	2.48
29. INCR COORD	3.50	1.40	0	2.10
24. DRUG SERVICES	3.10	1.22	0	1.88
44. NAT. ATTENT.	2.83	1.25	2	1.58
28. INCR VOC OPP	2.40	0.96	0	1.44
6. SPECIFIC \$\$	2.00	1.00	0	1.00

POST RUNAWAY AND THEIR FAMILIES

29. INCR COORD	4.15	1.01	0	3.14
9. PUB REL.	3.23	0.81	0	2.42
44. NAT. ATTENT.	2.50	1.10	2	1.40
24. DRUG SERVICES	2.25	0.93	0	1.32
28. INCR VOC OPP	2.30	1.13	0	1.17
6. SPECIFIC \$\$	2.00	0.95	0	1.05

CASTAWAY

45. HOTLINE	4.15	1.15	0	3.00
9. PUB REL.	3.55	1.07	0	2.48
17. YTH SUPT GRPS	3.43	1.03	0	2.40
31. ADVOCACY	3.30	1.15	0	2.15
29. INCR COORD	3.50	1.40	0	2.10
40. CHANGE CODES	3.42	1.35	1	2.07

CASTAWAY

40. CHANGE CODES	4.42	1.01	1	3.41
29. INCR COORD	4.15	1.01	0	3.14
17. YTH SUPT GRPS	3.80	0.94	0	2.86
45. HOTLINE	3.65	1.06	0	2.59
9. PUB REL.	3.23	0.81	0	2.42
37. 18/19 TRANS	3.00	0.98	1	2.32

11. LEGAL EMANCE.	3.40	1.35	0	2.05	18. OUTREACH	2.92	1.01	1	1.91
51. SECURE DETENT	3.36	1.43	0	1.93	31. ADVOCACY	2.85	1.16	0	1.69
24. DRUG SERVICES	3.10	1.22	0	1.88	3. CLEARINGHOUSE	2.70	1.12	0	1.58
3. CLEARINGHOUSE	3.15	1.29	0	1.86	7. DROPOUT ED	2.63	1.08	0	1.55
37. 18/19 TRANS	3.05	1.33	1	1.72	44. NAT. ATTENT.	2.58	1.12	2	1.40
7. DROPOUT ED	2.70	1.01	0	1.69	41. INDEP LIVING	2.45	1.12	1	1.33
44. NAT. ATTENT.	2.83	1.25	2	1.58	24. DRUG SERVICES	2.25	0.93	0	1.32
28. INCR VOC OPP	2.40	0.96	0	1.44	11. LEGAL EMANCE.	2.65	1.33	0	1.32
18. OUTREACH	2.48	1.17	0	1.31	28. INCR VOC OPP	2.30	1.13	0	1.17
41. INDEP LIVING	2.53	1.22	1	1.31	10. CENTRAL INTAKE	2.30	1.24	0	1.06
10. CENTRAL INTAKE	2.60	1.42	0	1.18	6. SPECIFIC \$\$	2.20	0.95	0	1.25
14. DROPIN CNTR	2.65	1.47	0	1.18	30. GRP LIVING	2.03	1.21	0	0.82
34. SPEC. INST BED	2.40	1.33	0	1.07	14. DROPIN CNTR	2.03	1.23	1	3.30
6. SPECIFIC \$\$	2.00	1.00	0	1.00	34. SPEC. INST BED	1.80	1.06	0	2.74
30. GRP LIVING	2.30	1.30	0	1.00	51. SECURE DETENT	2.70	2.28	0	0.62

PARENTS

15. PAR SUPT GRPS	4.15	0.73	0	3.42
36. PAR. RIGHTS ED	4.20	0.92	0	3.28
19. INTR PROTOCOL	4.15	1.09	0	3.06
9. PUB REL.	3.55	1.07	0	2.48
29. INCR COORD	3.50	1.40	0	2.1
24. DRUG SERVICES	3.10	1.22	0	1.88
3. CLEARINGHOUSE	3.15	1.29	0	1.86
20. LEGAL STAT OFF	3.00	1.24	3	1.76
44. NAT. ATTENT.	2.83	1.25	2	1.58
38. COMM. BEDS	2.92	1.44	1	1.48
46. APD COUNSELORS	2.70	1.43	0	1.27
10. CENTRAL INTAKE	2.60	1.42	0	1.18
2. \$\$ FOR MNTL HLTH	2.10	1.05	0	1.05
39. DFYS STAFF	2.47	1.57	1	0.9
42. \$ TO ED PAR.	1.97	1.16	1	0.81

PARENTS

19. INTR PROTOCOL	4.30	0.94	0	3.36
29. INCR COORD	4.15	1.01	0	3.14
36. PAR. RIGHTS ED	3.85	0.93	0	2.92
15. PAR SUPT GRPS	3.90	1.16	0	2.74
9. PUB REL.	3.23	0.81	0	2.42
20. LEGAL STAT OFF	3.12	1.08	3	2.34
3. CLEARINGHOUSE	2.70	1.12	0	1.58
42. \$ TO ED PAR.	2.61	1.06	1	1.55
44. NAT. ATTENT.	2.58	1.10	2	1.40
24. DRUG SERVICES	2.25	0.93	0	1.32
46. APD COUNSELORS	2.16	1.25	1	1.11
10. CENTRAL INTAKE	2.30	1.24	0	1.26
38. COMM. BEDS	2.26	1.38	1	0.28
2. \$\$ FOR MNTL HLTH	1.95	1.07	0	0.96
39. DFYS STAFF	1.74	0.91	1	0.83

Recommendations

Potential Impact
AVERAGE STANDARD N/A AVG-S

Recommendations	AVERAGE	STANDARD	N/A	AVG-S
PRE-RUNAWAY		DEVIATION		
23. IN-SCHOOL SUSP	4.50	0.84	0	3.66
25. HOMEBASED	4.38	0.75	0	3.63
21. SAVE I & II	4.37	0.76	1	3.61
26. CRISIS INTERV.	4.33	0.74	0	3.59
3. CLEARINGHOUSE	4.30	1.04	0	3.26
28. INCR VOC OPP	4.05	0.88	0	3.17
9. PUB REL.	4.15	1.01	0	3.14
24. DRUG SERVICES	3.85	0.98	0	2.87
29. INCR COORD	3.90	1.04	0	2.86
13. PARENTING ED	3.70	1.00	0	2.70
45. HOTLINE	3.80	1.12	0	2.68
32. FAM COUNSLING	3.40	0.74	0	2.66
12. HELPERS-SCHOOLS	3.72	1.10	2	2.62
35. SCHL CNSLERS	.78	1.25	0	2.53
20. LEGAL STAT OFF	3.65	1.14	3	2.51
44. NAT. ATTENT.	3.61	1.16	2	2.45
22. I & R	3.38	1.12	0	2.26
5. WORKING GRP	3.35	1.20	0	2.15
50. PRVT INDUSTRY	3.38	1.24	0	2.14

Recommendations

Severity
AVERAGE STANDARD N/A AVG-S

Recommendations	AVERAGE	STANDARD	N/A	AVG-S
PRE-RUNAWAY		DEVIATION		
26. CRISIS INTERV.	4.10	0.85	0	3.25
25. HOMEBASED	4.03	0.81	0	3.22
23. IN-SCHOOL SUSP	3.93	0.99	0	2.94
21. SAVE I & II	3.50	0.93	1	2.57
32. FAM COUNSLING	3.15	0.73	0	2.42
24. DRUG SERVICES	3.61	1.20	1	2.41
45. HOTLINE	3.40	1.04	0	2.36
44. NAT. ATTENT.	3.44	1.16	2	2.28
28. INCR VOC OPP	3.38	1.10	0	2.28
3. CLEARINGHOUSE	3.45	1.20	0	2.25
29. INCR COORD	3.23	1.03	0	2.17
13. PARENTING ED	3.25	1.10	0	2.15
9. PUB REL.	3.18	1.25	0	2.13
35. SCHL CNSLERS	3.13	1.11	0	2.02
20. LEGAL STAT OFF	3.00	1.05	3	1.95
12. HELPERS-SCHOOLS	2.83	0.98	2	1.62
22. I & R	2.73	0.91	0	1.82
31. ADVOCACY	2.60	0.91	0	1.69
5. WORKING GRP	2.50	0.96	0	1.54

47. REPORT CARDS	3.22	1.22	2	2.00
31. ADVOCACY	3.15	1.16	0	1.99
8. NEEDS ASSESS.	2.65	1.10	0	1.55
42. \$ TO ED PAR.	2.92	1.42	2	1.50

47. REPORT CARDS	2.56	1.03	2	1.53
42. \$ TO ED PAR.	2.36	1.03	2	1.33
50. PRVT INDUSTRY	2.63	1.33	0	1.30
8. NEEDS ASSESS.	1.95	0.86	0	1.09

FIRST TIME RUNAWAY

23. IN-SCHOOL SUSP	4.50	0.84	0	3.66
25. HOMEBASED	4.38	0.75	0	3.63
21. SAVE I & II	4.37	0.76	1	3.61
26. CRISIS INTERV.	4.33	0.74	0	3.59
10. CENTRAL INTAKE	4.25	0.93	0	3.32
3. CLEARINGHOUSE	4.30	1.04	0	3.26
52. RUNAWAY DETENT	4.12	0.91	0	3.21
28. INCR VOC OPP	4.05	0.88	0	3.17
9. PUB REL.	4.15	1.01	0	3.14
19. INTR PROTOCOL	3.95	0.84	0	3.11
27. FOLLOW-UP	3.95	0.95	0	3.00
39. DFYS STAFF	3.89	0.98	1	2.91
24. DRUG SERVICES	3.85	0.98	0	2.87
29. INCR COORD	3.90	1.04	0	2.86
6. SPECIFIC \$\$	3.98	1.09	0	2.81
49. REPORT TO DFYS	3.88	1.03	0	2.77
33. INCR FOSTER CAR	3.88	1.03	0	2.77
38. COMM. BEDS	3.84	1.09	1	2.75
13. PARENTING ED	3.78	1.00	0	2.70
45. HOTLINE	3.80	1.12	0	2.68
32. FAM COUNSLING	3.40	0.74	0	2.66
2. \$\$ FOR MNTL HLTH	3.80	1.15	0	2.65
12. HELPERS-SCHOOLS	3.72	1.10	2	2.62
40. CHANGE CODES	3.79	1.21	1	2.58
1. APD STAFF	3.58	0.97	0	2.53
35. SCHL CNSLERS	3.78	1.25	0	2.53
4. ASSESSMENT	3.70	1.18	0	2.52
44. NAT. ATTENT.	3.61	1.16	2	2.45
43. TRAIN FOSTER	3.37	0.92	1	2.45
46. APD COUNSELORS	3.63	1.27	0	2.36
48. REPORT R/A'S	3.26	0.96	1	2.30
22. I & R	3.38	1.12	0	2.26
31. ADVOCACY	3.15	1.16	0	1.99

FIRST TIME RUNAWAY

26. CRISIS INTERV.	4.18	0.85	0	3.25
25. HOMEBASED	4.03	0.81	0	3.22
27. FOLLOW-UP	3.85	0.98	0	2.95
23. IN-SCHOOL SUSP	3.93	0.99	0	2.94
39. DFYS STAFF	3.79	1.07	1	2.72
38. COMM. BEDS	3.74	1.03	1	2.71
33. INCR FOSTER CAR	3.55	0.91	0	2.64
10. CENTRAL INTAKE	3.50	0.92	0	2.58
21. SAVE I & II	3.50	0.93	1	2.57
52. RUNAWAY DETENT	3.64	1.11	0	2.53
40. CHANGE CODES	3.53	1.09	1	2.44
32. FAM COUNSLING	3.15	0.73	0	2.42
24. DRUG SERVICES	3.61	1.20	1	2.41
45. HOTLINE	3.40	1.04	0	2.36
6. SPECIFIC \$\$	3.50	1.16	0	2.34
49. REPORT TO DFYS	3.39	1.09	1	2.30
44. NAT. ATTENT.	3.44	1.16	2	2.28
28. INCR VOC OPP	3.38	1.10	0	2.28
3. CLEARINGHOUSE	3.45	1.20	0	2.25
19. INTR PROTOCOL	3.18	0.93	0	2.25
43. TRAIN FOSTER	2.94	0.75	2	2.19
29. INCR COORD	3.20	1.03	0	2.17
13. PARENTING ED	3.25	1.10	0	2.15
9. PUB REL.	3.18	1.05	0	2.13
35. SCHL CNSLERS	3.13	1.11	0	2.02
48. REPORT R/A'S	2.97	1.11	2	1.86
12. HELPERS-SCHOOLS	2.83	0.98	2	1.85
1. APD STAFF	3.05	1.21	0	1.84
22. I & R	2.73	0.91	0	1.82
46. APD COUNSELORS	3.10	1.30	0	1.80
2. \$\$ FOR MNTL HLTH	3.10	1.32	0	1.78
31. ADVOCACY	2.60	0.91	0	1.69
4. ASSESSMENT	2.75	1.20	0	1.55

CHRONIC RUNAWAY

51. SECURE DETENT	4.52	0.49	0	4.03
23. IN-SCHOOL SUSP	4.50	0.84	0	3.66
25. HOMEBASED	4.38	0.75	0	3.63
21. SAVE I & II	4.37	0.76	1	3.61
30. GRP LIVING	4.35	0.91	0	3.44
10. CENTRAL INTAKE	4.25	0.93	0	3.32
7. DROPOUT ED	4.20	0.91	0	3.29
3. CLEARINGHOUSE	4.30	1.04	0	3.26
52. RUNAWAY DETENT	4.12	0.91	0	3.21
28. INCR VOC OPP	4.05	0.88	0	3.17
9. PUB REL.	4.15	1.01	0	3.14
19. INTR PROTOCOL	3.95	0.84	0	3.11
27. FOLLOW-UP	3.95	0.95	0	3.00
14. DROPIN CNTR	4.08	1.15	0	2.93
39. DFYS STAFF	3.89	0.98	1	2.91

CHRONIC RUNAWAY

25. HOMEBASED	4.03	0.81	0	3.22
27. FOLLOW-UP	3.85	0.98	0	2.95
23. IN-SCHOOL SUSP	3.93	0.99	0	2.94
30. GRP LIVING	3.78	0.84	0	2.94
51. SECURE DETENT	3.92	1.11	0	2.81
39. DFYS STAFF	3.79	1.07	1	2.72
14. DROPIN CNTR	3.93	1.25	0	2.58
18. OUTREACH	3.50	0.87	1	2.53
10. CENTRAL INTAKE	3.50	0.92	0	2.58
7. DROPOUT ED	3.55	0.97	0	2.58
21. SAVE I & II	3.50	0.93	1	2.57
52. RUNAWAY DETENT	3.64	1.11	0	2.53
40. CHANGE CODES	3.53	1.09	1	2.44
24. DRUG SERVICES	3.61	1.20	1	2.41
41. INDEP LIVING	3.37	0.98	1	2.39

24. DRUG SERVICES	3.85	0.98	0	2.87	34. SPEC. INST BED	3.35	0.96	0	2.39
41. INDEP LIVING	3.84	0.97	1	2.87	45. HOTLINE	3.40	1.04	0	2.36
29. INCR COORD	3.90	1.04	0	2.86	17. YTH SUPT GRPS	3.08	0.73	0	2.35
6. SPECIFIC \$\$	3.90	1.09	0	2.81	6. SPECIFIC \$\$	3.50	1.16	0	2.34
49. REPORT TO DFYS	3.80	1.03	0	2.77	49. REPORT TO DFYS	3.39	1.09	1	2.30
18. OUTREACH	3.74	1.02	1	2.72	44. NAT. ATTENT.	3.44	1.16	2	2.29
17. YTH SUPT GRPS	3.60	0.91	0	2.69	28. INCR VOC OPP	3.38	1.10	0	2.29
45. HOTLINE	3.80	1.12	0	2.68	3. CLEARINGHOUSE	3.45	1.20	0	2.25
2. \$\$ FOR MNTL HLTH	3.80	1.15	0	2.65	19. INTR PROTOCOL	3.18	0.93	0	2.25
40. CHANGE CODES	3.79	1.21	1	2.58	29. INCR COORD	3.20	1.03	0	2.17
34. SPEC. INST BED	3.50	0.97	0	2.53	9. PUB REL.	3.18	1.05	0	2.13
4. ASSESSMENT	3.70	1.18	0	2.52	37. 18/19 TRANS	3.16	1.05	1	2.11
37. 18/19 TRANS	3.53	1.02	1	2.51	48. REPORT R/A'S	2.97	1.11	2	1.86
44. NAT. ATTENT.	3.61	1.16	2	2.45	22. I & R	2.73	0.91	0	1.82
48. REPORT R/A'S	3.26	0.96	1	2.30	2. \$\$ FOR MNTL HLTH	3.10	1.32	0	1.76
22. I & R	3.38	1.12	0	2.26	31. ADVOCACY	2.60	0.91	0	1.69
31. ADVOCACY	3.15	1.16	0	1.99	4. ASSESSMENT	2.75	1.20	0	1.55
11. LEGAL EMANCE.	2.75	1.28	0	1.47	11. LEGAL EMANCE.	2.42	0.99	1	1.43

POST RUNAWAY AND THEIR FAMILIES

28. INCR VOC OPP	4.05	0.88	0	3.17
9. PUB REL.	4.15	1.01	0	3.14
24. DRUG SERVICES	3.85	0.98	0	2.87
29. INCR COORD	3.90	1.04	0	2.86
6. SPECIFIC \$\$	3.90	1.09	0	2.81
44. NAT. ATTENT.	3.61	1.16	2	2.45

POST RUNAWAY AND THEIR FAMILIES

24. DRUG SERVICES	3.61	1.20	1	2.41
6. SPECIFIC \$\$	3.50	1.16	0	2.34
44. NAT. ATTENT.	3.44	1.16	2	2.29
28. INCR VOC OPP	3.38	1.10	0	2.29
29. INCR COORD	3.20	1.03	0	2.17
9. PUB REL.	3.18	1.05	0	2.13

CASTAWAY

51. SECURE DETENT	4.52	0.49	0	4.03
30. GRP LIVING	4.35	0.91	0	3.44
10. CENTRAL INTAKE	4.25	0.93	0	3.32
7. DROPOUT ED	4.20	0.91	0	3.29
3. CLEARINGHOUSE	4.30	1.04	0	3.26
28. INCR VOC OPP	4.05	0.88	0	3.17
9. PUB REL.	4.15	1.01	0	3.14
14. DROPI CNTR	4.08	1.15	0	2.93
24. DRUG SERVICES	3.85	0.98	0	2.87
41. INDEP LIVING	3.84	0.97	1	2.87
29. INCR COORD	3.90	1.04	0	2.86
6. SPECIFIC \$\$	3.90	1.09	0	2.81
18. OUTREACH	3.74	1.02	1	2.72
17. YTH SUPT GRPS	3.60	0.91	0	2.69
45. HOTLINE	3.80	1.12	0	2.68
40. CHANGE CODES	3.79	1.21	1	2.58
34. SPEC. INST BED	3.50	0.97	0	2.53
37. 18/19 TRANS	3.53	1.02	1	2.51
44. NAT. ATTENT.	3.61	1.16	2	2.45
31. ADVOCACY	3.15	1.16	0	1.99
11. LEGAL EXANCE.	2.75	1.28	0	1.47

CASTAWAY

30. GRP LIVING	3.78	0.84	0	2.94
51. SECURE DETENT	3.92	1.11	0	2.81
14. DROPI CNTR	3.93	1.25	0	2.68
18. OUTREACH	3.50	0.87	1	2.63
10. CENTRAL INTAKE	3.50	0.92	0	2.58
7. DROPOUT ED	3.55	0.97	0	2.53
40. CHANGE CODES	3.53	1.09	1	2.44
24. DRUG SERVICES	3.61	1.20	1	2.41
34. SPEC. INST BED	3.35	0.96	0	2.39
41. INDEP LIVING	3.37	0.98	1	2.39
45. HOTLINE	3.40	1.04	0	2.36
17. YTH SUPT GRPS	3.08	0.73	0	2.35
6. SPECIFIC \$\$	3.50	1.16	0	2.34
44. NAT. ATTENT.	3.44	1.16	2	2.29
28. INCR VOC OPP	3.38	1.10	0	2.29
3. CLEARINGHOUSE	3.45	1.20	0	2.25
29. INCR COORD	3.20	1.03	0	2.17
9. PUB REL.	3.18	1.05	0	2.13
37. 18/19 TRANS	3.16	1.05	1	2.11
31. ADVOCACY	2.60	0.91	0	1.69
11. LEGAL EXANCE.	2.42	0.99	1	1.43

PARENTS

10. CENTRAL INTAKE	4.25	0.93	0	3.32
3. CLEARINGHOUSE	4.30	1.04	0	3.26
9. PUB REL.	4.15	1.01	0	3.14
19. INTR PROTOCOL	3.95	0.84	0	3.11

PARENTS

39. DFYS STAFF	3.79	1.07	1	2.72
38. COMM. BEDS	3.74	1.03	1	2.71
10. CENTRAL INTAKE	3.50	0.92	0	2.58
24. DRUG SERVICES	3.61	1.20	1	2.41

39. DFYS STAFF	3.89	0.98	1	2.91	44. NAT. ATTENT.	3.44	1.16	2	2.28
24. DRUG SERVICES	3.85	0.98	0	2.87	3. CLEARINGHOUSE	3.45	1.20	0	2.25
29. INCR COORD	3.90	1.04	0	2.86	19. INTR PROTOCOL	3.18	0.93	0	2.25
38. COMM. BEDS	3.84	1.09	1	2.75	29. INCR COORD	3.20	1.03	0	2.17
2. \$\$ FOR MNTL HLTH	3.80	1.15	0	2.65	15. PAR SUPT GRPS	2.83	0.69	0	2.14
15. PAR SUPT GRPS	3.50	0.85	0	2.65	9. PUB REL.	3.18	1.05	0	2.13
20. LEGAL STAT OFF	3.65	1.14	3	2.51	20. LEGAL STAT OFF	3.00	1.05	3	1.95
44. NAT. ATTENT.	3.61	1.16	2	2.45	46. APD COUNSELORS	3.10	1.30	0	1.8
46. APD COUNSELORS	3.63	1.27	0	2.36	2. \$\$ FOR MNTL HLTH	3.10	1.32	0	1.78
36. PAR. RIGHTS ED	2.90	1.38	0	1.52	42. \$ TO ED PAR.	2.36	1.03	2	1.33
42. \$ TO ED PAR.	2.92	1.42	2	1.50	36. PAR. RIGHTS ED	2.45	1.13	0	1.32

Recommendations	AVERAGE	Priority STANDARD DEVIATION	N/A	AVG-S	Recommendations	Overall Average
PRE-RUNAWAY					PRE-RUNAWAY	
25. HOMEBASED	4.00	0.81	0	3.19	45. HOTLINE	3.87
21. SAVE I & II	3.87	0.81	1	3.06	23. IN-SCHOOL SUSP	3.68
26. CRISIS INTERV.	4.00	0.96	0	3.04	26. CRISIS INTERV.	3.63
23. IN-SCHOOL SUSP	3.88	1.07	0	2.81	9. PUB REL.	3.47
45. HOTLINE	3.73	1.14	0	2.59	22. I & R	3.47
28. INCR VOC OPP	3.45	0.86	0	2.59	24. DRUG SERVICES	3.45
29. INCR COORD	3.65	1.10	0	2.55	29. INCR COORD	3.44
9. PUB REL.	3.60	1.06	0	2.54	13. PARENTING ED	3.26
24. DRUG SERVICES	3.58	1.09	1	2.49	12. HELPERS-SCHOOLS	3.25
3. CLEARINGHOUSE	3.55	1.28	0	2.27	28. INCR VOC OPP	3.23
32. FAM COUNSLING	3.18	0.94	0	2.24	21. SAVE I & II	3.22
44. NAT. ATTENT.	3.39	1.21	2	2.18	25. HOMEBASED	3.21
35. SCHL CNSLERS	3.40	1.22	0	2.18	35. SCHL CNSLERS	3.14
12. HELPERS-SCHOOLS	3.14	0.98	2	2.16	31. ADVOCACY	3.04
20. LEGAL STAT OFF	3.06	1.06	3	2.00	50. PRVT INDUSTRY	2.91
22. I & R	3.00	1.03	0	1.97	20. LEGAL STAT OFF	2.97
13. PARENTING ED	3.13	1.19	0	1.94	32. FAM COUNSLING	2.86
5. WORKING GRP	3.05	1.16	0	1.89	44. NAT. ATTENT.	2.83
47. REPORT CARDS	2.75	1.04	2	1.71	47. REPORT CARDS	2.79
31. ADVOCACY	2.70	1.01	0	1.69	8. NEEDS ASSESS.	2.78
50. PRVT INDUSTRY	2.95	1.43	0	1.52	5. WORKING GRP	2.75
8. NEEDS ASSESS.	2.10	1.02	0	1.08	42. \$ TO ED PAR.	2.61
42. \$ TO ED PAR.	2.39	1.34	2	1.05	3. CLEARINGHOUSE	2.56

FIRST TIME RUNAWAY					FIRST TIME RUNAWAY	
26. CRISIS INTERV.	4.00	0.96	0	3.04	45. HOTLINE	3.87
25. HOMEBASED	4.00	0.91	0	3.19	19. INTR PROTOCOL	3.78
27. FOLLOW-UP	3.95	0.93	0	3.02	49. REPORT TO DFYS	3.70
23. IN-SCHOOL SUSP	3.88	1.07	0	2.81	23. IN-SCHOOL SUSP	3.68
38. COMM. BEDS	3.87	1.20	1	2.67	26. CRISIS INTERV.	3.63
21. SAVE I & II	3.87	0.81	1	3.06	22. I & R	3.47
19. INTR PROTOCOL	3.78	0.91	0	2.87	9. PUB REL.	3.47
39. DFYS STAFF	3.74	1.28	1	2.46	24. DRUG SERVICES	3.45
49. REPORT TO DFYS	3.73	1.01	0	2.72	29. INCR COORD	3.44
45. HOTLINE	3.73	1.14	0	2.59	40. CHANGE CODES	3.42
52. RUNAWAY DETENT	3.65	1.42	0	2.26	33. INCR FOSTER CAR	3.41
29. INCR COORD	3.65	1.10	0	2.55	52. RUNAWAY DETENT	3.39
9. PUB REL.	3.60	1.06	0	2.54	48. REPORT R/A'S	3.33
33. INCR FOSTER CAR	3.60	1.00	0	2.60	10. CENTRAL INTAKE	3.23
40. CHANGE CODES	3.58	1.18	1	2.40	13. PARENTING ED	3.25
24. DRUG SERVICES	3.58	1.09	1	2.49	12. HELPERS-SCHOOLS	3.25

3. CLEARINGHOUSE	3.55	1.28	0	2.27	43. TRAIN FOSTER	3.23
10. CENTRAL INTAKE	3.53	1.35	0	2.18	28. INCR VOC OPP	3.23
5. SPECIFIC \$\$	3.50	1.11	0	2.39	21. SAVE I & II	3.22
28. INCR VOC OPP	3.45	0.86	0	2.59	25. HOMEBASED	3.21
35. SCHL CNSLERS	3.40	1.22	0	2.18	27. FOLLOW-UP	3.17
44. NAT. ATTENT.	3.39	1.21	2	2.18	35. SCHL CNSLERS	3.14
46. APD COUNSELORS	3.30	1.38	0	1.92	31. ADVOCACY	3.04
43. TRAIN FOSTER	3.24	1.03	1	2.21	38. COMM. BEDS	3.03
48. REPORT R/A'S	3.24	1.12	1	2.12	6. SPECIFIC \$\$	2.99
32. FAM COUNSLING	3.18	0.94	0	2.24	46. APD COUNSELORS	2.95
12. HELPERS-SCHOOLS	3.14	0.98	2	2.16	39. DFYS STAFF	2.88
13. PARENTING ED	3.13	1.19	0	1.94	32. FAM COUNSLING	2.86
4. ASSESSMENT	3.00	1.30	0	1.70	44. NAT. ATTENT.	2.83
22. I & R	3.00	1.03	0	1.97	3. CLEARINGHOUSE	2.56
1. APD STAFF	2.90	1.15	0	1.75	4. ASSESSMENT	2.30
2. \$\$ FOR MNTL HLTH	2.85	1.19	0	1.66	1. APD STAFF	2.12
31. ADVOCACY	2.70	1.01	0	1.69	2. \$\$ FOR MNTL HLTH	2.00

CHRONIC RUNAWAY

14. DROPIN CNTR	4.08	1.05	0	3.03
30. GRP LIVING	4.00	0.89	0	3.11
25. HOMEBASED	4.00	0.81	0	3.19
27. FOLLOW-UP	3.95	0.93	0	3.02
51. SECURE DETENT	3.92	1.03	0	2.89
23. IN-SCHOOL SUSP	3.88	1.07	0	2.81
21. SAVE I & II	3.87	0.81	1	3.06
19. INTR PROTOCOL	3.78	0.91	0	2.87
39. DFYS STAFF	3.74	1.28	1	2.46
45. HOTLINE	3.73	1.14	0	2.59
49. REPORT TO DFYS	3.73	1.01	0	2.72
52. RUNAWAY DETENT	3.68	1.42	0	2.26
29. INCR COORD	3.65	1.10	0	2.55
9. PUB REL.	3.60	1.06	0	2.54
24. DRUG SERVICES	3.58	1.09	1	2.49
40. CHANGE CODES	3.58	1.18	1	2.40
17. YTH SUPT GRPS	3.55	0.92	0	2.63
3. CLEARINGHOUSE	3.55	1.28	0	2.27
10. CENTRAL INTAKE	3.53	1.35	0	2.18
7. DROPOUT ED	3.53	0.94	0	2.59
6. SPECIFIC \$\$	3.50	1.11	0	2.39
41. INDEP LIVING	3.50	1.07	1	2.43
18. OUTREACH	3.47	0.82	1	2.65
28. INCR VOC OPP	3.45	0.86	0	2.59
44. NAT. ATTENT.	3.39	1.21	2	2.18
34. SPEC. INST BED	3.30	1.19	0	2.11
48. REPORT R/A'S	3.24	1.12	1	2.12
37. 18/19 TRANS	3.20	1.19	1	1.81
22. I & R	3.00	1.03	0	1.97
4. ASSESSMENT	3.00	1.30	0	1.70
2. \$\$ FOR MNTL HLTH	2.85	1.19	0	1.66
31. ADVOCACY	2.70	1.01	0	1.69
11. LEGAL EXANCE.	2.47	1.09	1	1.38

POST RUNAWAY AND THEIR FAMILIES

29. INCR COORD	3.65	1.10	0	2.55
9. PUB REL.	3.60	1.06	0	2.54

CHRONIC RUNAWAY

45. HOTLINE	3.87
19. INTR PROTOCOL	3.78
49. REPORT TO DFYS	3.70
23. IN-SCHOOL SUSP	3.68
51. SECURE DETENT	3.68
9. PUB REL.	3.47
22. I & R	3.47
24. DRUG SERVICES	3.45
29. INCR COORD	3.44
40. CHANGE CODES	3.42
17. YTH SUPT GRPS	3.39
52. RUNAWAY DETENT	3.39
14. DROPIN CNTR	3.35
30. GRP LIVING	3.35
48. REPORT R/A'S	3.33
10. CENTRAL INTAKE	3.28
28. INCR VOC OPP	3.23
21. SAVE I & II	3.22
7. DROPOUT ED	3.22
25. HOMEBASED	3.21
27. FOLLOW-UP	3.17
41. INDEP LIVING	3.14
34. SPEC. INST BED	3.05
31. ADVOCACY	3.04
6. SPECIFIC \$\$	2.99
18. OUTREACH	2.90
39. DFYS STAFF	2.88
37. 18/19 TRANS	2.97
44. NAT. ATTENT.	2.83
11. LEGAL EXANCE.	2.63
3. CLEARINGHOUSE	2.56
4. ASSESSMENT	2.30
2. \$\$ FOR MNTL HLTH	2.00

POST RUNAWAY AND THEIR FAMILIES

9. PUB REL.	3.47
24. DRUG SERVICES	3.45

24. DRUG SERVICES	3.58	1.09	1	2.49	29. INCR COORD	3.44
6. SPECIFIC \$\$	3.50	1.11	0	2.39	28. INCR VOC OPP	3.23
28. INCR VOC OPP	3.45	0.86	0	2.59	6. SPECIFIC \$\$	2.99
44. NAT. ATTENT.	3.39	1.21	2	2.18	44. NAT. ATTENT.	2.83

CASTAWAY

14. DROPIN CNTR	4.08	1.05	0	3.03
30. GRP LIVING	4.00	0.89	0	3.11
51. SECURE DETENT	3.92	1.03	0	2.89
45. HOTLINE	3.73	1.14	0	2.59
29. INCR COORD	3.65	1.10	0	2.55
9. PUB REL.	3.60	1.06	0	2.54
40. CHANGE CODES	3.58	1.18	1	2.40
24. DRUG SERVICES	3.58	1.09	1	2.49
3. CLEARINGHOUSE	3.55	1.28	0	2.27
17. YTH SUPT GRPS	3.55	0.92	0	2.63
10. CENTRAL INTAKE	3.53	1.35	0	2.18
7. DROPOUT ED	3.53	0.94	0	2.59
6. SPECIFIC \$\$	3.50	1.11	0	2.39
41. INDEP LIVING	3.50	1.07	1	2.43
18. OUTREACH	3.47	0.82	1	2.65
28. INCR VOC OPP	3.45	0.86	0	2.59
44. NAT. ATTENT.	3.39	1.21	2	2.18
34. SPEC. INST BED	3.30	1.19	0	2.11
37. 18/19 TRANS	3.00	1.19	1	1.81
31. ADVOCACY	2.70	1.01	0	1.69
11. LEGAL EMANCE.	2.47	1.09	1	1.38

CASTAWAY

45. HOTLINE	3.87
51. SECURE DETENT	3.68
9. PUB REL.	3.47
24. DRUG SERVICES	3.45
29. INCR COORD	3.44
40. CHANGE CODES	3.42
17. YTH SUPT GRPS	3.39
14. DROPIN CNTR	3.35
30. GRP LIVING	3.35
10. CENTRAL INTAKE	3.28
28. INCR VOC OPP	3.23
7. DROPOUT ED	3.22
41. INDEP LIVING	3.14
34. SPEC. INST BED	3.05
31. ADVOCACY	3.04
6. SPECIFIC \$\$	2.99
18. OUTREACH	2.98
37. 18/19 TRANS	2.87
44. NAT. ATTENT.	2.83
11. LEGAL EMANCE.	2.63
3. CLEARINGHOUSE	2.56

PARENTS

38. COMM. BEDS	3.87	1.20	1	2.67
19. INTR PROTOCOL	3.78	0.91	0	2.87
39. DFYS STAFF	3.74	1.28	1	2.46
29. INCR COORD	3.65	1.10	0	2.55
9. PUB REL.	3.60	1.06	0	2.54
24. DRUG SERVICES	3.58	1.09	1	2.49
3. CLEARINGHOUSE	3.55	1.28	0	2.27
10. CENTRAL INTAKE	3.53	1.35	0	2.18
15. PAR SUPT GRPS	3.43	0.93	0	2.50
44. NAT. ATTENT.	3.39	1.21	2	2.18
46. APD COUNSELORS	3.30	1.38	0	1.92
20. LEGAL STAT OFF	3.06	1.06	3	2.00
2. \$\$ FOR MNTL HLTH	2.85	1.19	0	1.66
36. PAR. RIGHTS ED	2.58	1.24	0	1.34
42. \$ TO ED PAR.	2.39	1.34	2	1.05

PARENTS

19. INTR PROTOCOL	3.78
15. PAR SUPT GRPS	3.50
9. PUB REL.	3.47
24. DRUG SERVICES	3.45
29. INCR COORD	3.44
10. CENTRAL INTAKE	3.28
38. COMM. BEDS	3.03
46. APD COUNSELORS	2.95
36. PAR. RIGHTS ED	2.92
39. DFYS STAFF	2.88
20. LEGAL STAT OFF	2.87
44. NAT. ATTENT.	2.83
42. \$ TO ED PAR.	2.61
3. CLEARINGHOUSE	2.56
2. \$\$ FOR MNTL HLTH	2.00

Target Population Category by Dimension

Category	# Direct			AVG-S	Category	Growth			AVG-S
	AVERAGE	STANDARD DEVIATION	N/A			AVERAGE	STANDARD DEVIATION	N/A	
Post Runaway	3.22	0.82	0	2.40	Chronic	4.69	1.44	0	3.25
Parents	3.11	0.78	0	2.33	First Time	4.38	1.27	1	3.11
Pre-Runaway	3.38	1.15	1	2.23	Post Runaway	4.01	1.03	1	2.98
First Time	3.03	0.82	0	2.21	Parents	4.19	1.29	0	2.90
Chronic	3.14	1.29	0	1.85	Castaway	3.48	1.25	1	2.23
Castaway	2.5	1.1	0	1.40	Pre-Runaway	3.36	1.3	1	2.06

Category	# Indirect			AVG-S	Category	Compounds			AVG-S
	AVERAGE	STANDARD DEVIATION	N/A			AVERAGE	STANDARD DEVIATION	N/A	
Chronic	3.56	0.8	0	2.76	Chronic	4.39	0.68	1	3.71
Post Runaway	3.39	0.8	0	2.59	Castaway	4.39	0.87	0	3.52
First Time	3.06	0.69	0	2.37	Post Runaway	4.18	1	0	3.19
Parents	3.06	0.7	0	2.36	Parents	3.56	0.75	0	2.81
Pre-Runaway	4.01	1.75	0	2.26	First Time	3.53	0.75	0	2.78
Castaway	2.92	0.93	0	1.99	Pre-Runaway	3.57	1.24	0	2.33

Category	Severity			AVG-S	Category	Gut Feeling			AVG-S
	AVERAGE	STANDARD DEVIATION	N/A			AVERAGE	STANDARD DEVIATION	N/A	
Chronic	4.53	0.59	0	3.94	Post Runaway	7.34	1.22	0	6.12
Castaway	4.39	0.82	0	3.57	Castaway	7.78	1.66	1	6.12
Post Runaway	3.45	0.7	0	2.75	Chronic	8.11	2.08	1	6.03
Parents	3.56	0.82	0	2.74	Parents	7.23	1.36	0	5.87
First Time	3.08	0.78	0	2.30	First Time	6.72	0.95	0	5.77
Pre-Runaway	2.53	1.23	0	1.48	Pre-Runaway	5.61	1.84	0	3.77

Category	Dimension Average
Chronic	4.53
Post Runaway	4.47
Castaway	4.21
Parents	4.04
First Time	3.89
Pre-Runaway	3.52

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IX

REVIEW
of
RESIDENTIAL CHILD CARE
in
ALASKA

July 1986

Prepared for:

Alaska Division of Family and Youth Services

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TABLE OF CONTENTS

	<u>Page</u>
PREFACE	i
SECTION I: INTRODUCTION	1
A. Background	1
B. Methodology	2
SECTION II: GENERAL FINDINGS	5
SECTION III: RECOMMENDATIONS	8
A. Program Continuation Recommendations	8
B. Svstems Recommendations	11
SECTION IV: PROGRAM PROFILES	16
<u>A. South Central Region</u>	17
Alaska Baptist Family Services	18
Alaska Childrens' Services	25
Alaska Youth Advocates	36
Kenai Peninsula Community Care Center	44
Kodiak Baptist Mission	53
Salvation Army Booth Memorial	62
<u>B. Western Region</u>	71
Bethel Group Home	72
Bethel Receiving Home	80
<u>C. Northern Region</u>	87
North Slope Borough Receiving Home	88
North Star Home	96
Nome Receiving Home	105
Presbyterian Hospitality House	113
<u>D. Southern Region</u>	119
Ketchikan Children's Homes	120
Miller House	132
Sitka Receiving Home	140

PREFACE

This Report is submitted in compliance with a contract between the Alaska Department of Health and Social Services, Division of Family and Youth Services and BANERJEE ASSOCIATES for the conduct of on-site reviews and program evaluations of residential child care programs.

The study was conducted by BANERJEE ASSOCIATES, in conjunction with the Division, during May and June 1986. The study staff included:

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The consultants appreciate the assistance and cooperation of the many persons without whose help this study could not have been accomplished. We especially want to thank the Division personnel who worked so willingly and professionally on the review teams. We are grateful for the board members and personnel in all of the facilities who accommodated to our schedules and went out of their way to be cooperative and hospitable to the teams. And last, but not least, our thanks to others in the human service delivery system throughout Alaska who shared their thoughts and ideas with us. We are pleased to submit this report for the use of the Department of Health and Social Services, the Division of Family and Youth Services and others to improve services for children and their families.

July 1986

I. INTRODUCTION

A. Background

The Alaska Department of Health and Social Services, Division of Youth and Family Services (DFYS), purchases certain residential care and services for children. Such care and services are purchased from providers throughout the state. The Division, requiring additional information on which to base management decisions, contracted with BANERJEE ASSOCIATES to conduct on-site program reviews and evaluations of residential services.

BANERJEE ASSOCIATES is an independent firm providing consultation to public and voluntary service providers regarding child welfare as other social services.

The purpose of the project was to gather information in order to assess the appropriateness and quality of care being provided and to gather information on performance to be incorporated into the Division's granting process. The Division's basic concern is to ensure that the best possible services result from the resources expended for residential care and services, representing, as it does, a substantial portion of the Division's budget. A work plan was developed to examine selected factors concerning programs under contract for the 1985-1986 Fiscal Year for provision of ongoing care and services to children under the jurisdiction of the Division.

Sections II and III present General findings and Recommendations based on our review and evaluation of each program, undertaken

in May and June 1986 by BANERJEE ASSOCIATES. Section IV contains a profile on each provider agency and program reviewed.

B. Methodology

The study was predicated on the premise that the provision of quality services to children and their families requires sound governance, organization and administration; functional linkages to community services; as well as the direct care for service to individual resident children. The infrastructure of service delivery is critical to effective services. We developed a workplan to examine selected aspects of the several programs in order to help answer the following questions:

- Does the agency have a functioning board which develops policy and oversees the operation of its programs?
- Does the agency have the organizational and administrative structure, personnel and personnel practices to provide the required services?
- Is the agency a part of the "community of agencies" in their area so that community resources are used to benefit children?
- Are the service components in place?
- What is happening to individual children?

Information to answer such questions was intended to provide proximate indicators of program "effectiveness" to enable the Division to make more informed judgements regarding future support of residential care. Specific elements and predictors were selected during the planning to structure data collection and focus the findings. Information and recommendations growing out of the study are intended to supplement the data available to the

Division as a result of contract monitoring, licensing and other accountability efforts. Division requirements and available data were used to design questionnaires and other data collection instruments.

The study design and the instruments used were developed by BANERJEE ASSOCIATES and approved by DFYS. The design provided for site visits to each facility as well as a review of documents, both on and off site, observations by the review teams, interviews with various individuals and groups, and the review of a sample of case records. Individual questionnaires were developed to guide interviews with the following individuals and groups:

- Board Members
- Community Leaders
- Referring Agencies
- Administrator
- Supervisors/Mid-Managers
- Treatment Specialists, (Social Workers, Therapists, Psychologists, etc.)
- Child Care Workers/Direct Service Workers
- Residents

The above questionnaires were supplemented with matrices for recording data concerning by-laws, board minutes, facility observation, and case record reading. A prototype site visit schedule, a checklist for documents to be provided, instructions for selecting case record samples and similar materials were prepared to assist the facility to prepare for the site review.

The study design work, training of reviewers and preparation of this report have been done by BANERJEE ASSOCIATES personnel. Each site review team included a team leader from BANERJEE ASSOCIATES and one or more selected Division employees. The Division staff included program specialists, licensing personnel, senior managers and experienced staff from several local offices. They were assigned to teams which would visit facilities in geographic areas other than their "home" location to enhance their objectivity.

Following each site visit, the team prepared a summary of its findings to supplement the completed questionnaires and matrices. This report has been prepared by BANERJEE ASSOCIATES which is solely responsible for its content. It is called to the readers attention that individual facilities have not had an opportunity to review and comment on the sections pertaining to their program. It is in the nature of such studies to emphasize negatives in order to focus on needed changes. It should be noted that the review teams identified a number of positive features and many caring, concerned and knowledgeable persons. We selectively present a summary of our observations and the data which were collected. Failure to make reference to any aspect of an agency program is not intended to denigrate its importance to the whole.

We are submitting this report to the Division of Family and Youth Services for its consideration. We urge that the report be shared with those who will be involved in implementing change as well as those charged with making policy and management decisions.

II. GENERAL FINDINGS

- With some very specific exceptions, children are generally not being harmed, but in many instances they are not being helped as much as they require.
- The DFYS objective of decentralizing residential care is progressing.
- Most of the residential care programs are essentially being operated as they were projected by the various agencies. Kenai, Sitka and Ketchikan have made substantive modifications.
- Most, but by no means all, of the physical facilities are adequate, clean and acceptably equipped. The construction of new buildings, with the assistance of legislative grants, has upgraded some of the facilities significantly. Further upgrading and/or moves are in the near term plans of several agencies. Many of the buildings are small and do not offer sufficient space for indoor programming and the conduct of the varied activities which should be undertaken. Adequate space and equipment for planned, therapeutic recreation programming is increasingly critical as residents become older and/or are more disturbed. Alaska climate and seasonal changes also speaks for sufficient therapeutic recreation opportunities.
- Caring, nurturing staff were found in most facilities. Some specific exceptions appear to be isolated instances.
- There is a general "feeling" expressed by persons interviewed, both within the agencies themselves and in their communities, that the quality of many programs has improved over the past few years.
- "Networking" with other organizations is fairly good in most communities. Technical assistance would help to refine and upgrade this aspect. At the same time, quite a few agencies project a sense that their program is (and should be) "self-contained" rather than a part of the community of agencies. The RFP process has inadvertently heightened the competitiveness and separation among agencies. Residential care programs which fail to operate in a coordinated manner with community services often have youth in care longer than those that are soundly based and well integrated in their community.
- Generally, the boards, both governing as well as the several advisory bodies, are fairly active. Many agencies report difficulty in recruiting and maintaining continuity in board

membership. The primary activities engaged in by most boards involve fiscal matters and physical facilities. There is minimum knowledge and involvement in program policy development.

- Youth Service workers are viewed, by providers and by others who work with the Division, to be responsive. In addition, they are considered to be adequately equipped, both by training and organizational support, including small caseloads, to fulfill their responsibilities.
- "Program funding" which ensures a specific level of funding for the grant period rather than "per diem" funding by the Division is a positive step toward stabilizing services. One year grants, however, discourage planning for many agencies, especially those that are principally dependent on the state funding.
- Some providers have not fully accepted the obligation to work in a cooperative relationship with the referring agencies to ensure full utilization of program funded services.
- Resources, financial and programmatic, are extremely scarce in many communities. In some communities, even maximum networking does not provide the components for significant treatment services,
- The directors in many agencies lack sufficient clinical and/or residential programming credentials to develop and oversee treatment programs. This is a particularly serious deficit in many agencies too small to employ a qualified clinical or program director in addition to the administrator. In such agencies, the burden of administration as well as program and treatment leadership rests with the facility director. Many administrators also lack experience in developing and working with their boards. Some also lack networking know-how.
- Training of staff and board members is almost universally needed to further upgrade programs.
- There is far too little attention to native culture in programming, staff, and board membership as well as in activities, decor, and foods. The cultural awareness, in most programs, is isolated to "lip service". There are several notable exceptions, however, where significant attention to this issue is apparent.
- Young and immature staff, in many agencies, constitutes a negative capacity to deal with troubled children based on "life experience". Most staff have minimal training (both pre-employment and in-service) and thus must depend heavily on their experience to guide their actions and practice. Staff in many facilities lack the skills necessary to appropriately deal with behavior and to manage crises in

ways which do not escalate unacceptable behavior.

- Division requirements for fully executed placement agreements are rarely complied with.
- Many facilities demonstrate marginal administrative procedures including case recordkeeping and timely personnel evaluations.
- A significant number of facilities do not conduct fire drills with the frequency and pattern required.
- There is considerable evidence that some children are in inappropriate placements, i.e., youngsters who could appropriately be served in foster family care (if were it available) are in congregate facilities; children are in "any bed", either awaiting the "right bed" or in a shelter bed awaiting a longer term bed. Such situations are detrimental to the individual children and have a negative effect on program quality that impacts all the children in care.
- Family Service workers are frequently viewed, by providers and community agencies, as not very responsive and unable or unwilling to make sound case decisions and to provide quality services. Failure to provide sufficient and timely information about children and their families is also viewed as a serious deficit. These problems are seen to be exacerbated by large caseloads, insufficient training and supervision as well as by the paucity of program resources.
- A number of licenses were found to be out of date.
- There is some evidence of inadequate nutritional planning.
- Many agencies do not make maximum use of Department of Agriculture surplus foods.
- Wide variations in "cost per bed" do not appear supported by differences in quality, program type or local costs but more by incidental circumstances related to methodology of determining costs/grade levels as well as available fiscal resources. The reviewers have serious question as to whether the funding level of some programs are sufficient to provide more than minimum quality. Program weaknesses, space inadequacies, and clinical deficits are among the issues which negatively impact quality. These factors are as related to lack of money as to lack of skill and knowledge.

III. RECOMMENDATIONS

This section presents recommendations for the consideration of the Division of Family and Youth Services. The first part presents our recommendations regarding continued support of each program, specifying contingencies on which continued funding should be predicated, where we believe such contingencies are indicated. The second part offers more detailed recommendations and suggestions intended to assist the Division to improve the quality of residential care and services for children under its jurisdiction.

Facility-specific recommendations and suggestions are presented in the individual facility profiles in Section IV. Program Profiles.

A. Program Continuation Recommendations

Based on the review of all residential child care facilities and programs funded under the relevant DFYS grant program, the following recommendations are offered to guide the granting decisions of the Division and the Department. It should be noted that the recommendation, "continue present level", refers to capacity and program type and not necessarily to dollar amounts. Widely varied unit costs, limited staff skills and numbers, are all influenced by fiscal resources available for improvements and refinements.

It is recommended that:

Alaska Baptist Family Services program be continued at the present level. Emergency shelter capacity should not be increased. The program should focus on younger abused/neglected children rather than adolescents. Any expansion should be predicated on major improvements in treatment orientation. Redesign of the program to foster family care should be jointly considered between agency and DFYS.

Alaska Children's Service program be continued at present level contingent on a strengthening of internal coordination and program definition. The ICU programs should be unified and expanded in capacity, i.e., number of units. Consideration should be given to developing a diagnostic/assessment capability to serve the community of residential child caring programs.

Alaska Youth Advocates program be increased as needed and as resources are available.

Kenai Community Care Center program be continued at the present level, contingent on internal stabilization, both administratively and programmatically.

Kodiak Baptist Mission program be continued at the present level.

Salvation Army Booth Memorial female program be continued at the present level contingent on increased attention to "quality time" intervention with residents. The day treatment program be continued at the present level contingent on individualization of the individual treatment program for each client. Subsequently, the day treatment be increased, as need and resources are available. The shelter be maintained for a population of abused/neglected and traumatized children contingent on relocation to a physical facility which is more suitable and the implementation of staff training in appropriate skills and programming for the designated population.

Bethel Group Home program be continued at the present level contingent on careful monitoring of the co-director model of administration. Careful planning and monitoring should accompany any modification to a co-ed program. Joint consideration, with the Bethel Receiving Home, (with DFYS assistance) should be given to merger and program restructuring. (See individual profiles)

Bethel Receiving Home program be continued at present level, contingent on assessment of the efficacy of the relationship with