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1987 ANNUAL REPORT

Massachusetts Half-Way Houses, Inc.

111354

U.S. Department of Justice
National Institute of Justice

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MASSACHUSETTS HALF-WAY HOUSES, INC.

"Treat people as if
they are what they should be,
and help them to become
what they are capable of becoming."
- Goethe

111354

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B O A R D O F D I R E C T O R S 1 9 8 7 - 1 9 8 8

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1 9 8 7 - 1 9 8 8

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 Toby Yarmolinsky

THE PRESIDENT'S REPORT



To the Chairman, Board of Directors and Members of the Corporation
of Massachusetts Half-Way Houses, Inc.:

I herewith submit my report as President of the Corporation for 1987.

As I have done in the past, I will leave it to staff members to review and assess the events and successes in detail that occurred during the past year. 1987 again saw many changes in growth and, as the demand for our services continued, it became obvious that 1988 and 1989 would be years of tremendous growth and challenge for the staff, and that many important decisions would have to be made in the coming months. The Site Search Committee is presently engaged in looking for buildings to house additional programs, and the Long Range Planning Committee is hard pressed to keep up with the proposed expansion. One of the effects of growth is that we have employed a Maintenance Manager. The cost of maintaining facilities is a large budget item and should be considerably reduced by having a Maintenance Manager on board. MHHI continues to be a leader in the halfway house field and, as a result, the Executive Director and corporate staff members are much in demand as consultants as well as speakers, and I urge you to read their reports for full details of their activities.

It is with great sadness that I record here the death of individuals who were instrumental in the formation and growth of MHHI: George F. McGrath, Esq., Thomas H. Osborne, Ph.D., Neil J. Houston, Jr. and Barrett Wendell.

George F. McGrath was one of the early organizers of MHHI and was the catalyst in gathering together people from the worlds of finance, philanthropy, media, ministry, law and corrections to form the members of incorporation. Just as MHHI became a "going" organization, George left Boston to become Commissioner of Corrections for New York City, but his interest in our organization did not flag. When he returned to Boston to serve as Clerk of the U.S. District Court, he became active again in the affairs of MHHI and served as a Director and Corporate member. To acknowledge his many contributions to the entire field of criminal justice, the Board of Directors, in October 1985, voted to name one of the facilities in his honor.

Neil J. Houston, Jr. was MHHI's Director of Management and Development for 3 years. After leaving MHHI, he served as a Board member for several years and then as a Corporate member until the time of his tragic death. Neil's contributions to MHHI, to the entire criminal justice field, and to many small, non-profit organizations are too many to record here. Neil and George McGrath were personal friends of many of our Board, Corporate and staff members, and thus their loss will be keenly felt.

Thomas H. Osborne, Ph.D. was one of the incorporators of MHHI as well as a Corporate member for some 20-odd years. He provided invaluable assistance during our formative years.

Barrett Wendell, one of MHHI's very early supporters, served for many years as a member of the Board, as well as Chairman of the Brooke House Standing Committee. His contributions were many and varied.

It is important to note the efforts of our staff members. The continuing success of MHHI is directly attributable to their efforts and we salute them for their loyal and dedicated service to the organization.

To my fellow Officers and members of the Executive Committee, the members of the various Standing Committees, and members of the Board of Directors and Corporate members - I am grateful to each of you for your continued support.

Respectfully submitted,

Mary E. Sargent

Mary E. Sargent
President

THE EXECUTIVE DIRECTOR'S REPORT



To the Chairman, Board of Directors and Members of the Corporation:

It is with a great deal of pride I present to you my 22nd Annual Report.

The foundation laid in 1986 for expansion of our programs and services bore fruit in 1987 well beyond our expectations. Every MHHI program provided increased services over previous years. Our staff, volunteers, Board of Directors and Corporate members deserve recognition and acknowledgement for a tremendous year. MHHI responded to the opportunities presented and again demonstrated its dedication and commitment in helping make our communities safer places to live by helping individuals develop productive lifestyles.

Some of the highlights of 1987 were:

- 7,163 clients were served in 1987 (the first time MHHI exceeded 7,000 clients per year);
- The MHHI Credit Union handled 480 accounts which included 1,550 share transactions, 51 loans and \$85,425 deposited;
- The On Call Team increased its services to 9,856 hours (1,232 shifts) of coverage at 26 facilities;
- There were 2664 participants at Management Training Program events during the year, a 34% increase over 1986; 1027 of these participants attended in-service training, a 31% increase over 1986;
- The Boston Employment Resource Center placed 938 individuals in unsubsidized jobs paying over \$6/hour;
- The Boston Offender Services Project provided financial assistance and non-financial support to 1,311 clients;
- For the first time, our residential programs served over 1,000 individuals (1,309), with an average daily population of 187 adults and 20 juveniles;
- Our residential programs also served 117 bail transfer cases from the Suffolk County Jail;
- Residential completion rates increased to 73% for adults and 57% for juveniles;

- Significant shifts occurred regarding referrals from the Federal Bureau of Prisons and county corrections, these referrals increasing from 10% to 30% of our residential population;
- We operated with 22 contracts, grants or purchase orders, two of which were new contracts;
- Fiscal Year '87 saw our first budget over \$4 million and Fiscal Year '88 will be over \$4.8 million;
- Program and Corporate Office computerization, begun in 1986, was completed and all residential programs are networked with the Corporate Office;
- The number of full-time staff positions increased to 112 from 96 in 1986;
- Staff salaries were increased for all positions and we continued to have a well-balanced staff and effective affirmative action program;
- In March, MHHI hosted the first International Conference on Residential Care for the Socially Stigmatized (STIGMA '87) held in the United States. This conference, sponsored by the International Halfway House Association and the American Probation and Parole Association and hosted by the Correctional Association of Massachusetts, attracted 360 participants and 107 faculty from 5 countries. The program consisted of 3 plenary sessions, 4 six-hour intensive training sessions, 4 three-hour training sessions, 29 workshops and two round-table discussions on selected topics. Participants gave the conference an overall positive rating of 87%.

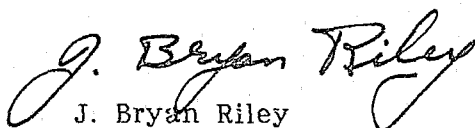
Elizabeth Bonner (BERC Director) and I had the privilege of addressing the Annual Meeting of the Massachusetts Society for Aiding Discharged Prisoners. The Society has provided continuous and generous support to our clients since we started in 1965 and we are indeed fortunate to have such loyal friends.

During the year, I had numerous opportunities to make presentations across the United States and in Canada. I also continue to serve as Chairman of the American Correctional Association's Resolution and Policy Advisory Committee and E.R. Cass Correctional Achievement Committee and the American Probation and Parole's National Program Committee.

We were saddened by the loss of Barrett Wendell, Jr., our first community supporter for Brooke House and long-standing Board member; Neil Houston, long-time colleague, friend and supporter; Thomas Osborne, friend and long-standing Corporate member; and, most recently, George F. McGrath, original Board member and mentor for whom we named our program at 577 Massachusetts Avenue, Boston, in 1985. We were also saddened by the loss of two of our volunteer Night Counselors, Karl Hager of McGrath House and Felicia Tyler of Sargent House.

This 1987 Annual Report is dedicated to their memory and, most importantly, to their vision and spirit which we will strive to carry on through our work.

Respectfully submitted,


J. Bryan Riley

THE FISCAL DIRECTOR'S REPORT

We entered fiscal year 1987 (7/1/86 to 6/30/87) with our largest operating budget to date, \$4.1 million. I am pleased to report that our audited revenues for the fiscal year were \$4.3 million; total assets increased by 11.2%; total liabilities decreased by 2.6%; and our total cash available for operating expenditures increased by 77.9%.

For a number of years, MHHI has been fortunate to be able to increase its financial position and maintain a strong cash reserve. In the past this has enabled us to purchase equipment, renovate our buildings and purchase new buildings without seeking outside financing (the exception to this was last year's purchase of 355 Boylston Street, Boston).

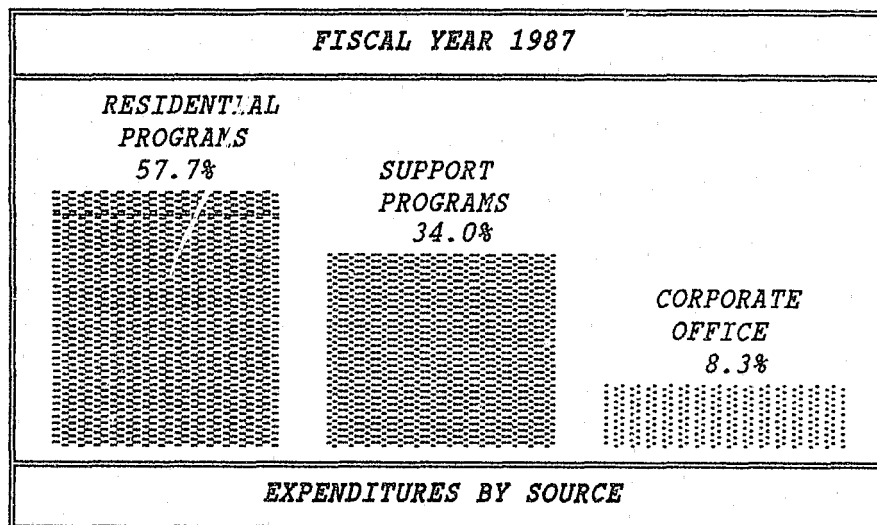
The upkeep of our buildings is of the utmost importance. During the year, we:

- replaced the heating systems, including the removal of asbestos, at Brooke House and Hastings House;
- repointed the bricks and had other exterior work done at McGrath House, Coolidge House, Sargent House and 355 Boylston Street;
- replaced the windows at Coolidge House; and,
- performed minor interior renovations at Sargent House and Hastings House.

The computerization of MHHI, begun in November '86, was completed with the development and implementation of the resident tracking system for the residential programs. Even though it took longer than expected, the benefits of more timely and more accurate information appear to be paying off.

While the client tracking information was a customized application, one of the "canned" packages used by the fiscal department, LOTUS 1-2-3, was no less a benefit. This software package, acquired through the Philanthropy Program of the Lotus Development Corporation, has enabled us to provide more timely information for both our annual certified audit and the Rate Setting Commission's Cost Report. We have also been able to review our in-house financial management reports to reflect more concise and meaningful information.

FISCAL YEAR 1987	
	FEDERAL (5.1%)
	STATE (72.5%)
	COUNTY (4.3%)
	CITY (5.4%)
	OTHER (12.7%)
REVENUE BY SOURCE	



Having a strong financial position not only permits a company to make needed purchases and renovations, it also allows it to reward staff in a way that is most appreciated - via their paychecks. In June, we were able to implement revised salary scales. The most dramatic change was in the lowest end of the scale, where we increased the annual starting salary from \$11,200 to \$15,071.

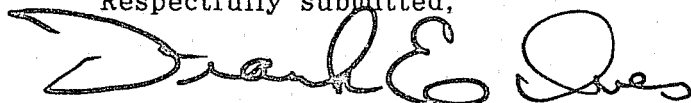
While there was a reorganization of duties and functions in 1980, the Fiscal Department has remained unchanged in size since 1976. The amount of money invested in our buildings and the growth of our organization has recently made it necessary for us to add two new positions - Maintenance Manager and Fiscal Clerk.

The Maintenance Manager will be responsible for planning and coordinating maintenance, renovations and improvements of all of our facilities and related equipment. This will be accomplished through regular inspections of buildings and equipment; developing and supervising timely schedules for preventative maintenance; making minor repairs and renovations; securing bids from contractors when needed; and developing projected capital needs each fiscal year.

The Fiscal Clerk will collect and prepare weekly rent reports, assessments and deposits; maintain and monitor service contracts on all equipment; maintain inventory of contract equipment purchases; fill supply orders; assist in preparation of monthly billings; and assist in performing duties of Bookkeeper/Clerk and Payroll/Benefits Clerk.

1988 should be another good year for the corporation. We enter the year with an operating budget in excess of \$4.8 million and a much more diversified funding base than previous years (state contracts represent only 68.4% of projected revenues as compared to 78.5% in fiscal year 1986). And we will have on staff a person whose main function is overseeing the upkeep of our property.

Respectfully submitted,



Frank E. Ives

THE DIRECTOR OF CONTRACT ADMINISTRATION'S REPORT

MHHI's ability to fulfill its mission and to maintain its financial stability has always depended on broadening our funding base. We continued to direct our work this year towards seeking additional public and private funds to serve a growing number of residents and clients. The skills of our new administrative assistant, Valerie Stella, and our growing proficiency with word processing technology have greatly enhanced our effectiveness.

Public Sector Development: During 1987 MHHI administered 22 government contracts, purchase orders and agreements from 7 state agencies (Departments of Correction, Youth Services, Education, Social Services and Mental Health, Parole Board and Executive Office of Economic Affairs); 2 counties (Suffolk and Norfolk); one city agency (Jobs and Community Services); and one federal agency (Bureau of Prisons).

We achieved renewal or expansion of 19 contracts, planned and implemented 2 new contracts with the Department of Education and Jobs and Community Services, expanded our services for federal releasees, and developed 4 new initiatives which we hope to begin in 1988: services for women awaiting trial at MCI-Framingham; expanded tutoring services; residential and support services for pre-releasees at the Deer Island House of Correction; and management training for local cultural and arts program administrators.

Private Sector Development: We applied for supplemental funding for our Boston Education and Employment Project and received support from the Bank of New England and the Shawmut Bank. We received Lotus 1-2-3 software from the Lotus Development Corporation's Philanthropy Program, now used for cash flow monitoring, budget projections and other fiscal reports. We received household equipment from the United Way's "Gift In Kind Program". In addition, for the first time we were a recipient of the City of Boston's Employee Campaign.

The Massachusetts Society for Aiding Discharged Prisoners continued to be one of our more generous donors this year, supporting our Boston Offender Services Project. Twenty-four staff members participated in our payroll deduction plan for BOSP, joining seven other BOSP contributors this year. Private donors contributed over \$26,460 to MHHI and over \$25,000 worth of residential furnishings. We are particularly grateful to Boston University and the City's Business to Neighborhood Resource Bank for their substantial contributions. Our donors are listed in this Annual Report - we cannot stress enough how much they mean to us.

Interagency Liaison: MHHI requires all staff to be active in professional organizations which may benefit the agency and those we serve. Not only do we develop personally and professionally from these experiences, but we also develop resources beneficial to our work. I was elected to a 6th term on the Board of the Mass. Council of Human Service Providers, serving on the EOHS Negotiating, Contract Manual, and DYS/Provider committees. I also began my 3rd year as Secretary of the International Halfway House Association, facilitating a roundtable discussion at its international STIGMA conference and representing IHHA as a speaker at the American Correctional Association's annual congress.

Equal Employment Opportunity and Affirmative Action: As EEO and Affirmative Action Officer, I implement and monitor our policies and procedures to assure compliance with MHHI's philosophies and assure contractual requirements. This year we began redrafting the MHHI personnel policies, published revised job

descriptions, and implemented the revised salary scale adopted by the Board of Directors in June. We converted several volunteer positions into full-time staff positions, and upgraded several other positions. For the first time in 12 years, we added two corporate office staff positions. Even with the pressure of filling several new positions, staff turnover, and high vacancy rates, we have effectively adhered to our equal employment and affirmative action commitments - a tribute to all staff.

The following chart illustrates the characteristics of the 101 full-time staff employed on December 31, 1987.

	Total	Executive	Supervisory	Client Svcs	Clerical
Non-minority	59%	67%	77%	49%	54%
Minority	41%	33%	23%	51%	46%
Male	49%	73%	46%	50%	23%
Female	51%	27%	54%	50%	77%
Ex-offender	15%	40%	15%	9%	8%
Previous Welfare	3%	0	0	4%	8%
Viet Nam Era Veteran	3%	7%	0	4%	0

To comply with a new policy of the Mass. Office for Children and revised policies of the Department of Youth Services, we conducted 79 criminal record checks on staff and volunteer applicants, coordinated by our Director of Youth Services, while maintaining our commitment to hire and promote ex-offenders. We also recruited at supported work programs, continuing our compliance with certain state contracts which require hiring of welfare recipients.

Recognition and reward for staff performance was affirmed by the Board's approval of a new salary scale implemented in June; their presentation of 12 five-year, 5 ten-year and 2 fifteen-year certificates to recognize staff; and granting of 13 promotions and upgrades this year. Sixty-nine percent of those upgrades/promotions were granted for women and 38% for minorities. We were also successful in recruiting and retaining a growing number of Hispanic staff again this year.

A review of our employment statistics over the past 5 years shows MHHI's growth and supports the consistency of our staffing throughout the corporation.

	12/31/83 86 staff	12/31/84 81 staff	12/31/85 90 staff	12/31/86 86 staff	12/31/87 101 staff*
Non-minority	71%	65%	64%	65%	59%
Minority	29%	35%	36%	35%	41%
Male	56%	55%	51%	53%	49%
Female	44%	45%	49%	47%	51%
Ex-offender	19%	18%	19%	15%	15%
Promotion/Upgrade	7	12	19	17	13

* Does not include 11 vacant positions (4 new) on 12/31/87.

Please accept our appreciation for the generosity of the many special people who contribute time and resources to our staff, programs, residents and clients. Your support gives us confidence and inspires us to reach greater heights each year.

Respectfully submitted,

Edith P. Fletcher

Edith P. Fletcher

THE DIRECTOR OF OPERATIONS' REPORT

As we entered 1987, the efforts of the staff and residents at our residential programs were oriented towards achieving four essential goals: (1) increasing the percentage of residents who successfully complete their program residency; (2) increasing the number of residents served at our programs; (3) continuing to diversify our resident referral base; and (4) improving our management information system through the introduction of a computerized system. I am pleased to report to you that each of these goals was achieved.

Completion rates at both our adult and juvenile programs increased during 1987. At our six adult programs, 73% of the residents completed, compared to 70% for the previous year. The rate at our two juvenile programs was 57% in 1987, compared to 46% in 1986. The completion rate at our programs is the primary indicator of program effectiveness. Research from 1968 to present has shown that residents who complete our programs have a significantly lower recidivism rate than people who are released directly to the community from institutions. Other factors - such as placement in vocational activity, employment, education or training, participation in financial management programs, volunteer work in the community and developing new peer groups - also attest to the positive achievements of the staff and residents during the year.

In addition to providing effective program services during the year, we also dramatically increased the efficiency of residential program operations. By more effectively using existing space within our facilities, we were able to provide services to the highest number of residents in our history.

The average daily population at our programs increased from 175 residents per day in 1986 to 207 residents per day in 1987 - an increase of 18%. The number of residents served for the year increased from 996 in 1986 to 1309 in 1987 - an increase of 31%.

During the last quarter of 1986, we entered into contracts with the Suffolk County and Norfolk County Sheriff's Departments to provide service to county residents, a result of overcrowding conditions at the Charles Street Jail and the Norfolk County House of Correction. These contracts helped us to diversify the funding base for our adult residential programs. We also substantially increased services for residents referred to us from the Federal Bureau of Prisons.

REFERRAL SOURCES	
1986	1987
STATE PRE-RELEASE: 65%	STATE PRE-RELEASE: 51%
STATE POST-RELEASE: 25%	STATE POST-RELEASE: 19%
FEDERAL: 7%	FEDERAL: 15%
OTHER: 3%	OTHER: 15%

As the above chart indicates, the percentage of residents referred to our adult programs from Federal and County institutions has increased significantly during the past year. This diversity makes us less dependent on any one agency for the income necessary to support our adult residential programs. At our juvenile programs, referral sources remained constant as compared to 1986. Referrals from the Department of Youth Services accounted for 91% of the residents served, with the remaining 9% referred from the Department of Social Services.

MORNING REPORT

Report given to: Paul at 8:15 A.M.

12/04/87

Adults

	DCC	Suff	Worf	FBOP	Parol	M-Cap	Prob.	Emerg	Othr	O/R	PT	AWOL	Avail.	Occup.	%
BROOKE HOUSE	49	0	8	0	0	0	0	0	0	0	0	0	62	57	92%
THP	23	0	0	0	0	0	0	0	0	0	0	0	24	23	96%
COOLIDGE HOUSE	0	9	0	50	0	6	0	0	0	5	1	0	67	65	97%
MCGRATH HOUSE	20	0	0	0	0	0	0	0	0	0	0	0	20	20	100%
COOLIDGE HOUSE II	10	0	0	0	9	0	0	0	0	0	0	0	20	19	95%
SARGENT HOUSE	0	0	0	0	14	0	0	0	0	0	0	0	20	14	70%
Totals —>	102	9	8	50	23	6	0	0	0	5	1	0	213	198	93%

Juveniles

	DYS	DSS	AWOL	O/R	Susp.	Other	Avail.	Occup.	%
AMBROSE HOUSE	11	0	1	1	0	0	10	11	110%
HASTINGS HOUSE	5	2	0	0	0	0	12	7	58%
Totals —>	16	2	1	1	0	0	22	18	82%

RELEASES

Program	Date	Name	Type of Release	Source
Coolidge	12/03/87	(name)	C - Paroled	- FBOP
Coolidge	12/03/87	(name)	C - Paroled	- FBOP
Coolidge	12/03/87	(name)	C - Transfer	- M-Cap
McGrath	12/03/87	(name)	C - Paroled	- DOC

ADMISSIONS

Program	Date	Name	Institution
Sargent	12/03/87	(name)	Parole - MassCAPP
Sargent	12/03/87	(name)	Parole - Low 6-2

ISSUES

Program	Date	Issue
Coolidge	12/03/87	(name) 6 HOURS TWENTY MIN LATE
Coolidge	12/03/87	RING TO PROGRAM WEDO NOTIFIED

The growth in our program operations over the past several years resulted in huge increases in the kinds and amount of information generated regarding program activities. In order to make the best use of this increase in data, we began to computerize our management information system in late 1986. This enormous task, which continued throughout 1987, took considerable time and energy on the part of program and corporate office staff. The results, however, have clearly justified the time and expense. We now have the capacity to electronically generate reports on daily, weekly, monthly, quarterly, and yearly activities regarding program operations. This information is entered into computer

terminals located at each residential program and is transmitted daily to a central data bank at the corporate office. The Morning Report shows each residential program's admissions and releases, numbers and percentages of bedspace utilized, and any issues which need immediate follow-up.

The Yearly Client Statistical Report measures the outcome of program performance as compared to our program objectives. The Resident Statistical Analysis Report analyzes demographic characteristics of our residents, as well as annual utilization rates. (See charts on following pages)

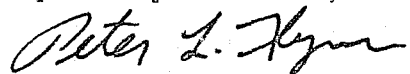
Having such data available in a timely and accurate manner greatly enhances the ability of Program Directors to make sound judgments regarding day-to-day program activities. It also allows for more informed supervision of program operations by corporate supervisors. Two people deserve special recognition for the implementation of this system. Mike Lyzun, our Computer Consultant, designed the program and implemented its use and Maureen Feeney, MHHI Program Services Coordinator, coordinates the ongoing use of this system. Both spent innumerable hours insuring that this system would be beneficial for all of us.

Throughout the history of MHHI, there has been a continuing effort to insure that the policies and procedures by which our programs operate are of the highest standard. This is accomplished through internal planning, ongoing review and supervision. It is also accomplished by having our program administration and operations regularly audited by professional organizations and agencies which promulgate such standards. Each of our adult residential programs, for example, is accredited by the American Correctional Association's Commission for Accreditation on Corrections. During 1987, the Commission did an interim audit at five of our adult residential programs. The audit certified our continuing compliance with the standards developed by the Association for adult residential programs. Our juvenile programs operate according to similarly high standards. Hastings House, for example, was the site for a licensing study conducted by the state Office for Children. This agency regulates group homes in Massachusetts providing services to youth under the age of 16. Their study resulted in the re-licensure of Hastings House and was extremely complimentary regarding all aspects of program operations.

The following Program Directors' reports provide a flavor of the uniqueness of residential program operations. Although the programs differ in size, type of residents served, length of resident stay, and other variables, they are all oriented toward the positive reintegration of our residents into the community. During the past year, we achieved great progress towards accomplishing this goal. We worked with more residents than ever before. We increased the percentage of residents completing our programs. We significantly improved our management information system. We continued to comply with the highest standards for our profession.

In closing, I would like to thank the staff, volunteers, and residents for their effort and persistence; the Board of Directors and Corporate Members for their guidance and direction; and the many people in the community who provided the resources so necessary for us to succeed.

Respectfully submitted,



Peter L. Flynn
Director of Operations

1987 RESIDENTIAL STATISTICAL ANALYSIS

ADULT

Number in Residence on 1/1/87: 150
Total Admissions during 1987: 941*
Total Releases during 1987: 892
Number in Residence on 12/31/87: 199
Total Resident Days for 1987: 68,375

Ethnic Distribution

Caucasian: 58%
Black: 27%
Hispanic: 10%
Other: 5%

Formal Education Level

Range: 3-20 years
Mean: 10
Median: 11
Mode: 12
GED: 326

Employment Skill Level

Skilled: 26%
Semi-Skilled: 30%
Unskilled: 44%

Substance Abuse Problems

Drugs: 30%
Alcohol: 25%
Both: 15%
None: 30%

Age Distribution

Range: 18-66 years
Mean: 30
Median: 30
Mode: 29

Marital Status

Single: 66%
Married: 16%
Divorced: 13%
Separated: 5%

Resident Status

State Pre-Release: 51%
State Post-Release: 19%
Federal: 15%
Other: 15%

Sex

Male: 98%
Female: 2%

JUVENILE

Number in Residence on 1/1/87: 21
Total Admissions during 1987: 78
Total Releases during 1987: 85
Number in Residence on 12/31/87: 14
Total Resident Days for 1987: 7,355

Ethnic Distribution

Caucasian: 44%
Black: 41%
Hispanic: 9%
Other: 6%

Formal Education Level

Range: 6-11 years
Mean: 9
Median: 9
Mode: 9
GED: 4

Employment Skill Level

Skilled: 0%
Semi-Skilled: 7%
Unskilled: 93%

Substance Abuse Problems

Drugs: 13%
Alcohol: 12%
Both: 24%
None: 51%

Age Distribution

Range: 13-19 years
Mean: 16
Median: 17
Mode: 17

Marital Status

Single: 100%
Married: 0%
Divorced: 0%
Separated: 0%

Resident Status

MA Dept. of Youth Services: 91%
MA Dept. of Social Services: 9%

Sex

Male: 100%

*Does not include an additional
117 residents from Suffolk County
Jail referred on an emergency basis

1987 ADULT RESIDENTIAL CLIENT FLOW

Resident Days: 68,375
Average Population: 187
Released: 892
Complete: 532
Incomplete: 201
Neutral: 277*

Annual Goal: 79%
Performance: 73%
Discrepancy: -6%

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
CLIENT FLOW:				
104 Federal Residents	90%	96%	+6%	93%
96 Complete				
4 Incomplete				
4 Neutral				
471 State Pre-Release	80%	75%	-5%	74%
291 Complete				
96 Incomplete				
84 Neutral				
176 State Post-Release	75%	60%	-15%	56%
85 Complete				
57 Incomplete				
34 Neutral				
32 MassCAPP	60%	70%	+10%	62%
14 Complete				
6 Incomplete				
12 Neutral				
227 County/Others	70%	55%	-15%	NA
46 Complete				
38 Incomplete				
143 Neutral*				
VOCATIONAL STATUS **				
529 Total # Employment Eligible				
461 Total # Actually Employed	95%	87%	-8%	94%
437 Earning Minimum of \$4/hr.	85%	95%	+10%	96%
70 Skill/Employment Upgrade	25%	15%	-10%	NA
FINANCIAL MANAGEMENT STATUS				
172 Engaged in Positive	75%	40%	-35%	22%
Credit Building				
Average Savings (Federal)	\$400	\$444	+\$44	\$1082
Average Savings (Other)	\$400	\$374	-\$26	\$459
SOURCES OF COMMUNITY SUPPORT				
286 Relocated to New Community	60%	63%	+3%	44%
Partic. in Volunteer Work	65%	81%	+16%	64%
Partic. in New Group Activ.	75%	71%	-4%	50%

* Includes 117 referrals from Charles Street Jail placed at MHHI on emergency status.

** Performance percentage is based on number of eligible residents. Due to short length of Temporary Housing Program, not all residents are eligible for all categories.

1987 JUVENILE RESIDENTIAL CLIENT FLOW

Resident Days: 7,355
Average Population: 20
Released: 85
Complete: 31
Incomplete: 23
Neutral: 31

Annual Goal: 55%
Performance: 57%
Discrepancy: +2%

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
CLIENT FLOW:				
26 DYS Secure Treatment	53%	59%	+4%	29%
10 Complete				
7 Incomplete				
9 Neutral				
52 DYS Regional Referrals	55%	56%	+1%	50%
19 Complete				
15 Incomplete				
18 Neutral				
7 DSS Other Referrals	55%	67%	+12%	75%
2 Complete				
1 Incomplete				
4 Neutral				
VOCATIONAL STATUS				
27 Total	95%	87%	-8%	95%
21 Employed	40%	78%	+38%	77%
10 Attend School/Training	40%	32%	-8%	62%
20 Earning Minimum of \$4/hr.	80%	95%	+15%	88%
FINANCIAL MANAGEMENT STATUS				
Average Amount Saved	\$350	\$208	-\$142	\$245
SOURCES OF COMMUNITY SUPPORT				
29 Building New Peer Groups (being with new group for 2 hrs./wk. for 5 wks.)	75%	94%	+19%	100%
24 Individual Improvement	75%	77%	+2%	100%
16 Out-Residency	100%	52%	-48%	73%
13 Partic. in Volunteer Work	100%	42%	-58%	59%

MHHI'S MISSION AND METHOD FOR RESIDENTIAL PROGRAMS

By providing vital human services in a short-term residential reintegration program, MHHI has an impact on clients' lives. Residents are given an opportunity to rebuild their lives and, in turn, the community reaps many benefits from the reduction of crime and increase in public safety, lower correctional costs, reduction in prison overcrowding and saved tax dollars. Successful graduates of MHHI residential programs are far less likely to return to crime than offenders released directly from correctional institutions. According to figures recently released by the MA Dept. of Corrections, 85% of the residents successfully completing our programs in 1984 had not been recommitted to prison one year after release from MHHI, as compared to an expected 25% recidivism (return to prison) rate for those directly released from institutions.

MHHI's philosophy and program approach is to place emphasis on those areas of need which we can impact in a short period of time. By actively involving the resident in decision-making, he/she is able to have frequent opportunities for readily attaining some form of achievement and success, instilling in him/her a sense of responsibility and program ownership. The primary goal is to focus the residents on where they want to be once they are released from the program, to prepare both the resident and the community support systems for handling their interactions, and to commence and test the residents' reintegration before program involvement is over.

Each resident is assigned a counselor, who works with him/her to develop responsibility and a stable base of community resources in the areas of: Vocational Direction (including employment, vocational training and education), Financial Management (including budget responsibilities, savings goals and credit building), Community Sources of Support (including medical care, new peer groups, social outlets, therapy, community volunteer service and supportive community residency) and Family Reunification (including spouse, children and family), as applicable for each resident. The counselor also initially acts as the resident's advocate in dealing with community agencies. Once developed, reintegration plans are formalized into a written Mutual Agreement Program (MAP) contract. This document spells out the mutual responsibilities of residents and staff in each of the above areas, as well as establishes time frames for achievement of specific objectives (see sample paragraph below). It is signed by the resident and his/her counselor and approved by the Program Director and a representative of their referring agency.

"EMPLOYMENT: If pursuing full-time/part-time employment, I will follow up on a minimum of 4 job leads a day. I want to seek employment in the field(s) of _____. If I can't find work in this field by _____ (TIMEFRAME), I will then look for other types of jobs. I will begin my job search each day at _____ AM/PM. Once employed, I will not quit my job without first consulting my counselor. TIMEFRAME: I expect to be employed by the 3rd Monday after my arrival at the program."
(MHHI MAP Contract)

The resident is held accountable for the responsibilities outlined in the MAP contract, and earns privileges upon completion of these goals. The Counselor is similarly held accountable for contract implementation through regular review and supervision.

The counseling process follows the tenets of "Reality Therapy". This is a behavior focused approach to change which recognizes that people are responsible for their own actions, concentrates on the here and now, and maintains that the option to succeed is open to those willing to apply themselves to that end. "Reality Therapy" presents the resident with the questions: "Here I am now - where am I going?" and "How will I get there?"

Residents are involved in an MHRI community residential program for only a limited period of time; they will live in the community for the rest of their lives. Our mission is to help them prepare for that life.

VOLUNTEER COMMUNITY SERVICE allows residents the opportunity to help others, meet new people and develop new peers, activities which are essential to their successful transition to the community. Volunteer work performed by our residents in 1987 includes a wide range of services for a variety of organizations: **working with the homeless** at Haley House and Kingston House; **distributing food, clothes or supplies** at Jamaica Plain APAC, Salvation Army Harbor Lights, ABCD Cheese & Butter Program and "Quest For Peace"; **youth supervision and coaching** at South End Boys' Club, Boston YMCA, Gloucester Little League, Pop Warner Little League, Billerica Softball League, Johnston (RI) Little League, Lena Park, Roxbury Boys' Club and Worcester Community Center; **assisting with bingo** at Portuguese Holy Ghost Society; **answering hotline** at Shattuck Hospital; **setting up for and cleaning after AA and Narcotics Anonymous meetings** at various locations; **photography instruction and preparing Camp Ponkapog for opening** for Boston YMCA; **cooking** at Grace Community Church; **giving haircuts** to Charles Street Jail inmates; **cleaning vacant lots** for City of Freetown; **street maintenance** for Town of Burritville; **maintenance work, groundskeeping, painting or carpentry** at Boston YMCA, Fenway Thrift Shop, Masjidom Li Hamdulillah, Masjid Al Karim, Parish Church of Christ, Lynn District Court, Lena Park, Victory House, Open Door Community Church, Old Cambridge Baptist Church, Care About Now, Project Adapt, St. Francis Church, Greater Lynn Chamber of Commerce, St. Catherine's Church, Turning Point, St. Joseph's Church, Grace Chapel, St. Bonitis, St. Peter the Apostle Church, North End Athletic Association, Place Runaway House, Chelsea Soldier's Home, Temple Sidah, Charles Street A.M.E. Church, SPAN, FIRST, Inc., Roxbury Mosque, Vietnam Veteran's Center, NAACP and Watertown Fire Department; **clerical work** at American Red Cross, VA Center, Horticultural Society, Temple Islam, Care About Now, Morning Star Church, Brookhill Baptist Church, Lawrence General Hospital and Newton Elderly Affairs Commission; **fundraising** for Viet Nam Veteran's Assoc., Greater Boston Aid to Retarded Citizens, United Way of Mass. Bay, Special Olympics, Sons of Italy, AIDS Action Committee and Roxbury Boys' Club; **distributing flyers** for StreetSAFE, Fenway Thrift Shop and Metro Boston Alive; **washing and waxing fire trucks** for Pawtucket (RI) Fire Department; **assisting handicapped** at VA Outreach Clinic, Beverly Handicapped Services and private individuals; **tutoring** at BERC and Center School; **clearing a vacant lot and building a playground** for the Town of Hanson; **answering phones** for SPAN and NAACP; **helping fire victims rebuild their home** in Malden; **distributing magazines to patients** at Malden Hospital; **automobile maintenance and repair** for St. Roger's Church; **reading to elderly and participating in group activities** at Now & Elderly, Lowell Senior Citizens Program, Revere Senior Citizens Program; and **additional volunteer services** for Oxfam America, YWCA, Museum of Science, Youth At Risk Program, MHRI residential programs, Project Place, Castle Square Day Care Center, NORCAP, Church of All Nations, Peaceful Movement Committee, Parents United, New England Baptist Hospital, Big Brother Association, Holy Redeemer Church, Mission Hill Extension Multi-Service Program and East Boston Community Center.

NEW GROUP ACTIVITIES are new social outlets which provide the resident with opportunities for constructive and positive community activities and relationships with their peers long after they leave the program. This year, residents participated in: music lessons (guitar, piano, drums); sports leagues (baseball, softball, bowling, football, hockey, semi-pro baseball); gyms and fitness centers; swimming lessons; ESL classes; poetry readings and lectures at the Boston Public Library; computer classes; and various activities at Worcester Community Center, Boston Computer Center, YMCA, Sons of Italy, Lifespring, Sidha Yoga Ohm, Roxbury Businessmen's Club, veterans's groups, various churches and many others.

BROOKE HOUSE MULTI-SERVICE CENTER

79 Chandler Street, Boston



Founded in 1965, Brooke House is MHHI's first program and is one of the oldest halfway houses for ex-offenders in New England. It serves as a national prototype for similar community corrections programs. The Brooke House Multi-Service Center provides services for 62 male pre-release residents who have been referred by the Massachusetts Department of Correction and the Norfolk County Sheriff's Department.

Of the 149 residents who successfully completed the program during the year, 87% were employed and the average amount saved was \$372 during program participation. All residents received money management instruction and worked out weekly budgets with their counselors. In addition, 81% participated in community volunteer work (donating over 3,000 hours of service during the year), 52% participated in a New Group Activity, and 56% relocated to a new community upon release from the program.

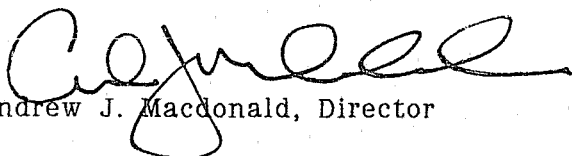
During the year, Brooke House served as host to several outside community group meetings, including group therapy sessions conducted by the Solomon Carter Fuller outpatient clinic and steering committee meetings of the Ellis Neighborhood Association.

Highlights of the year included:

- hosting the MHHI Annual Meeting in April, attended by almost 100 people;
- the 11th Annual Brooke House Multi-Service Center Thanksgiving Dinner in November for over 60 residents, staff, families and friends;
- the 6th Annual Christmas Party for the children of the Ellis Memorial Center. Over 125 children received toys (donated by the United States Marine Corps "Toys for Tots" program) and enjoyed refreshments;
- residents and staff collected over \$160 for Globe Santa;
- the 4th Annual "Las Vegas Night" held on New Year's Eve; and
- participating in the Greater Boston Association for Retarded Citizens Annual Charles River Run for the 7th year. Residents volunteered to set up before and clean up after this event;

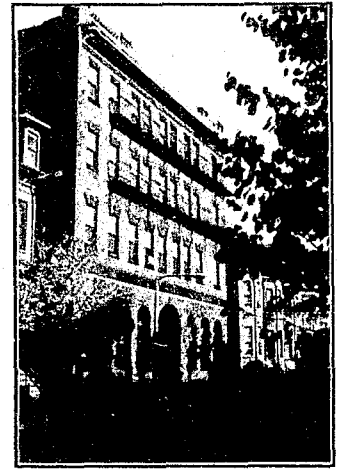
Several staff changes took place during the year: Andrew Macdonald (formerly Director of THP) was promoted to the position of Multi-Service Center Director; and four Full-Time Night Counselor positions were added to the staff.

Respectfully submitted,


Andrew J. Macdonald, Director

TEMPORARY HOUSING PROGRAM

79 Chandler Street, Boston



THP began in 1971 and is a 24-bed, 4-8 week residential program for male pre-release clients referred by the Massachusetts Department of Correction. THP, part of the Brooke House Multi-Service Center, is the shortest-term program at MHHI, but its goal to provide a smooth and successful transition to the community is the same as MHHI's other residential programs.

Of the 83 residents who successfully completed the program during the year, 80% were employed, all opened and maintained savings accounts (saving a cumulative total of \$41,325), 19% were involved in educational programs (plumbing, culinary arts, carpentry, GED, college prep. and college courses) and most participated in community volunteer work (donating over 1500 hours of service during the year).

Highlights of the year included:

- two months with 100% resident completion rates;
- group trips to Boston University football and basketball games, and a play at the Huntington Theatre;
- in July, residents enjoyed a special event "Life is a Beach", which included transforming the Tyler Lounge into a beach for the day, staff and residents dressing in beachwear and enjoying a barbecue;

Mr. Shinichi Matsuda, a representative of Japan's Ministry of Justice, visited the program during the year. He was interested in alternatives to incarceration in the United States as he planned to open a residential program for probationers and parolees upon his return to Japan.

During the year, Sharon Jones (formerly Head Counselor at Brooke House) was promoted to the position of Director. Two Full-Time Night Counselor positions were added to the staff. In addition, staff participated in 80 hours of training during the year.

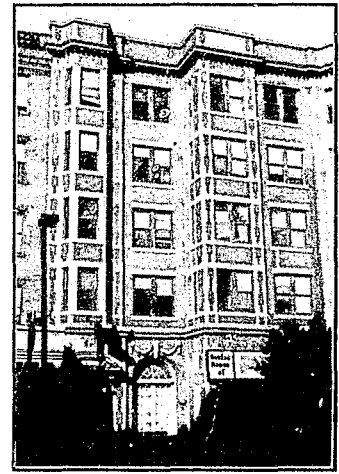
Respectfully submitted,

Sharon V. Jones

Sharon V. Jones, Director

COOLIDGE HOUSE

307 Huntington Avenue, Boston



Coolidge House, which began in 1973, is a 67-bed residential program providing services to male and female pre-release residents referred by the Federal Bureau of Prisons, male pre-trial detainees referred by the Suffolk County Jail and male parolees referred by the Parole Board's MassCAPP program (see MassCAPP report).

Of the 144 residents who successfully completed the program during the year, 89% were employed (6% were medically disabled or retired). A profile of the average resident during 1987 was: male Caucasian, age 28, earning \$7/hour and saving \$577 during program participation.

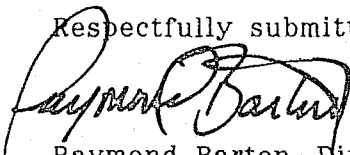
Coolidge House is the only MHHI program providing residential services to referrals from the Federal Bureau of Prisons. Residents arrive from various BOP institutions throughout the United States or are direct Federal court referrals. A portion of these residents resided in the Greater Boston area prior to incarceration, but a greater number resided throughout the New England states and participate in the Coolidge House program due to lack of similar programs in their communities.

During 1987, Coolidge House began participation in the BOP extended furlough program, enabling us to provide services to a greater number of people. This program allows BOP referrals with pre-approved residence and work plans to reside outside of the facility for thirty days before their release date, requiring them to physically check in at the program twice a week.

The Suffolk County Jail Diversion program provides full program services to residents prior to and between court dates. In addition, residents are accompanied at court proceedings by a staff member who advocates on their behalf. The Suffolk County Emergency Referral program was established to help ease overcrowded conditions at the Charles Street Jail. These residents, who are confined to the building, remain in the program until they make bail, are released by the court, or are returned to the Charles Street Jail.

During the year, staff participated in over 300 hours of training.

Respectfully submitted,



Raymond Barton, Director

MASSACHUSETTS COMMUNITY ASSISTANCE PAROLE PROGRAM

Residential Services: 307 Huntington Avenue, Boston

Support Services: 80 Broad Street, Boston

MassCAPP, a unique program developed by the Massachusetts Parole Board in 1973 to serve developmentally disabled parolees, came under the management of MHHI in 1981. The typical MassCAPP parolee functions in the borderline to mildly retarded range. Other developmental disabilities may include, but are not limited to, epilepsy and dyslexia. Most clients who are referred to the program are unemployed, come from broken homes, and have substance abuse or emotional problems. In addition, some clients have physical handicaps. The program consists of residential and non-residential support services for this special group of offenders. The program uses a combination of MHHI program models that have been adapted to meet the needs of the MassCAPP client.

Residential Services:

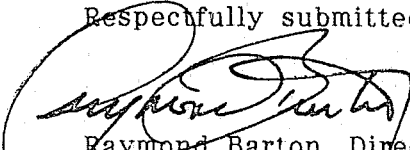
The 8-bed residential component is housed at Coolidge House. Residents are referred by the MassCAPP Director, an employee of the Massachusetts Parole Board, to a 3-6 month highly structured program. The goal of this component is to achieve self-sufficiency for community reintegration. Most MassCAPP residents are referred to outside mental health counseling and some attend school and/or drug counseling. In addition, MassCAPP residents are referred to the tutoring program at BERC, as most have not achieved their high school diploma or GED. Residents are also encouraged to utilize their leisure time constructively and to develop new activities. Residents volunteered for forty hours of community service work during the year.

Support Services:


The MassCAPP support services program served 55 new clients in 1987. Of these, 43 were placed into unsubsidized employment, 7 into unsubsidized on-the-job training positions, 2 into partially subsidized positions and 4 received only financial assistance. The total allocation for client support service funds was \$26,317.47 at an average cost of \$102.26 per client. The funds were distributed for the following purposes: transportation (\$5,702), housing (\$5,149), clothing (\$3,382), food (\$1,049) and miscellaneous job-related necessities: on-the-job training, tools, identification replacement fees, etc. (\$11,035.47).

The MassCAPP Case Manager developed many new employer contacts during the year (ranging from construction companies to hospitals to customer service industries), 28 of whom subsequently hired MassCAPP parolees. Many educational and vocational training resources were also developed. In addition, the MassCAPP support group (a joint effort between residential and support service components) met weekly throughout the year to give clients guidance on topics such as budgeting, independent living options, parole stipulations, establishing positive relationships with the community and adult daily living skills. Psychological Intake Evaluations, psychotherapy and crisis intervention, as well as staff support services are provided to the project by a special service agreement.

Respectfully submitted,



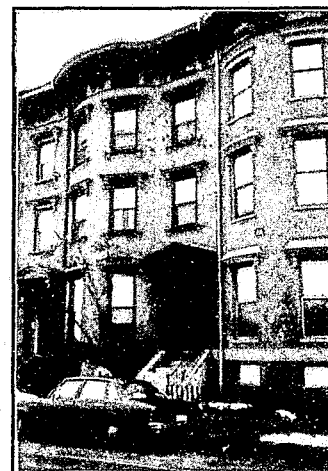
Raymond Barton, Director
Residential Services



Elizabeth Bonner, Director
Support Services

GEORGE F. McGRATH HOUSE

577 Massachusetts Avenue, Boston



The George F. McGrath House, formerly 577 House, is a 20-bed program for male pre-release residents referred by the Department of Correction.

During the year, 53 residents successfully completed the program, an increase over previous years. Of these residents, 96% were employed and over 50% participated in educational activities (GED classes, college courses and computer training). Over 3600 hours of volunteer community service work was contributed by McGrath House residents during the year.

The Life College Program at McGrath House is a monthly forum where special guests address the residents on a wide variety of topics. During 1987, guest speakers included: Mary Sargent (MHFI President), Bryan Riley (Executive Director), Christopher Queen (Assistant Dean of Students at B.U.), Gerard Gaffney (House Committee Chairman), Steven Clements (Director of FIRST, Inc.), John Larivee (Executive Director of the Crime and Justice Foundation), Susan Pearson (therapist at Billerica House of Correction and Turning Point), Peter Carey (Director of Community Guidance, Inc., Cleveland), Patrick Stoutt (halfway house director in Belfast, No. Ireland), Dr. Ingrid Poreter (Albany State University Medical Center), Professor Elizabeth Barker (of Boston University and the Norfolk Prison Program), Brianne Comella (AIDS Action Committee), John Alexander (Dean at Wentworth Institute) and Tony Ruiz (Alianza Hispana).

Highlights of the year included:

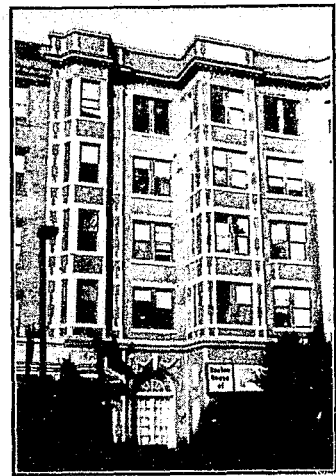
- the First Annual Alumni Night which was a big success and attended by many former residents and guests;
- a barbecue was held in the backyard for residents and their family and guests;
- residents attended a wide variety of group activities, including plays at the Huntington Theatre and sports events at Boston University, with tickets donated by B.U.;
- a resident was interviewed by two Boston television stations regarding AIDS education;
- a Thanksgiving Dinner, hosted by staff and residents of McGrath House, was enjoyed by staff and residents of Sargent House, family and friends; and
- full-time staff participated in over 300 hours of training during the year.

Respectfully submitted,


Gene F. Dalton, Director

COOLIDGE HOUSE II

307 Huntington Avenue, Boston



Coolidge House II, a 20-bed residential program for adult males, began in 1975 and represents a unique joint venture between the Massachusetts Department of Correction and the Massachusetts Parole Board. Residents enter the program on either pre-release or parole status. Pre-releasees may have been granted a parole reserve date with their release contingent upon successful completion of the program. The reintegration process is gradual, with increased amounts of responsibility being assumed by the resident as he progresses through the program.

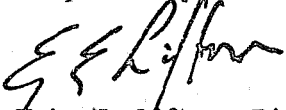
Of the 36 residents who successfully completed the program during the year, 43% were referred on pre-release status and 57% were parolees; 84% were employed, earning an average wage of \$6.80/hr. and saving an average of \$482.57 during program participation. The residents that were employed paid a total of \$11,898.55 in federal tax and \$5,520 in state tax/FICA. In addition, residents contributed a total of 400 hours of community service work during the year.

During 1987, a resident loan fund was established by the residents to assist newly arriving residents. Participating residents voluntarily contribute \$1/week to the fund, which is then loaned to needy residents. During the year, \$265 was collected for the fund, 60 loans were made, and 55 were repaid in full.

Highlights of the year included:

- a Holiday Dinner which was enjoyed by staff and residents of Coolidge House II and Coolidge House in December;
- Director Eric Lifton was interviewed on various radio stations in the Boston area regarding MHHI and the Coolidge House II program. In addition, a resident and a Volunteer Night Counselor were also interviewed on the Northeastern University radio station to talk about corrections and the positive aspects of community-based correction; and.
- full-time staff participated in 231 hours of training during the year.

Respectfully submitted,



Eric E. Lifton, Director

MARY E. SARGENT HOUSE

699 Massachusetts Avenue, Boston



The Mary E. Sargent House is a unique program for the parole violator whose parole adjustment might be enhanced by a structured community environment as an alternative to reimprisonment in an overcrowded and costly state or county institution. Parolees who demonstrate continuous problems in their reintegration efforts are those who would best be served by this program. To assist them in dealing with their readjustment problems and to ensure the public safety, staff provide a structure to their relationships in the community by placing parolees in a productive, meaningful activity schedule. Emphasis is placed on individual areas such as: substance abuse issues, employment, education and vocational skills, mental health issues, affordable housing, parenting, skill building and generally coping with living on their own in the community.

The Sargent House resident who successfully completes the program will have worked through four components. The 2nd - 4th components build on the goals of the previous component(s). The components, with expected goals, are posted in the Sargent House library, covered during program orientation and reviewed in the monthly staff/resident meeting. At the meeting, residents for each component have an opportunity to talk about their goals and accomplishments.

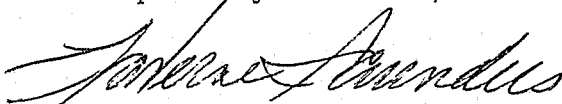
The Resident Executive Committee, whose members are residents elected by their peers, has been instrumental in supporting both staff and residents. The Committee provides orientation to new residents, meets weekly with the Program Director, chairs the weekly House Business meetings, accompany new residents to Alcoholics or Narcotics Anonymous meetings and assist other residents in completing budgets and leisure time requests.

During 1987, the utilization rate increased by 6% over 1986. Of the residents who successfully completed the program, 100% were employed, 90% were actively involved in outside mental health counseling, 76% attended AA or NA meetings; 76% participated in volunteer community service work; and 73% relocated to new communities upon completion of the program. Residents earned, and paid taxes, on over \$100,000 during the year and deposited nearly \$20,000 in savings accounts.

Highlights of 1987 included:

- o Sargent House residents and staff hosted a Christmas Dinner for McGrath House residents, staff, family and friends; and
- o staff participated in over 350 hours of training, including 3 one-day trainings organized and presented by Sargent House staff.

Respectfully submitted,



LaVerne Saunders, Director

DIVISION OF YOUTH SERVICES

66 Chestnut Street, Cambridge

The Division of Youth Services was established in 1986 to ensure a continuance of high-quality services for youth referred to MHHI's residential programs. Currently MHHI offers residential services at two programs for male juveniles ranging in age from 13 to 21 years.

In September, MHHI celebrated the Tenth Anniversary of the Joseph M. Ambrose House. Over 100 people attended this very special event which included a program and dinner. Master of Ceremonies Col. Thomas Wright, guest speakers Mary Sargent (MHHI President), Robert Watson (MHHI Vice President), Jay Clark (first Director of Ambrose House), Betsy Pattullo (Department of Youth Services Deputy Commissioner) and the guest of honor, Major General Joseph M. Ambrose, were interesting and informative as they traced the history of Ambrose House and youth services at MHHI.

Throughout 1987, we focused on developing a variety of contacts in the community which have assisted us in establishing a positive relationship with other agencies throughout the state. In addition to this networking, the Division enhanced services at both residential programs on a clinical level. Initially, Treatment Team meetings, under the consultation of a psychologist, were implemented to ensure Office For Children licensure for Hastings House. During 1987, however, consultation was expanded to include Ambrose House. Consultation provides staff with in-depth clinical reviews and needs assessments of residents. The information from these meetings is then implemented into a resident's Mutual Agreement Programming (MAP) contract with formal reviews of the contracts taking place at least every 6 months. The utilization of consultant services has greatly improved our techniques in dealing with troubled youth and has been useful for expanding resources in the community.

Respectfully submitted,



Michael A. Radon
Director of Youth Services

JOSEPH M. AMBROSE HOUSE

31 1/2 Dwight Street, Boston



The Joseph M. Ambrose House, founded in 1977, is a 3-6 month community-based residential program for up to 10 male juvenile offenders aged 16-21 years. Residents are referred by the Massachusetts Department of Youth Services secure detention and treatment programs or by regional offices and stay at JMA for up to 6 months. They may receive out-residency services for an additional 3 months after leaving the program. The goal of this program is to prepare each youth for their successful reintegration into the community. A youth who successfully completes the JMA program will have learned to identify his goals and will have assembled the resources necessary to achieve those goals and remain crime free.

During 1987, 18 juveniles successfully completed the program. All completed 100% of the following program goals: participated in a full-time vocational and/or educational program; participated in educational/cultural structured group activities for at least 5 weeks (including attending plays, movies, the ballet, Boston's First Night celebration, visiting the library and museums); participated in weekly financial management after 3 weeks in residence (including developing a budget and saving money); participated in volunteer community service for a minimum of 2 hrs./wk. for at least 5 weeks (donating a total of 240 hours during the year); participated in recreational structured group activities for at least 5 weeks; and all residents' families were invited to visit the program at a minimum of once/month.

Highlights of the year included:

- in-house events featuring speakers from outside agencies presenting information on youth rights, birth control, suicide prevention and AIDS;
- a total of 409 hours of in-house educational services provided to residents;
- two residents participated in the "Good Morning" television show to discuss juveniles and drug use;
- staff participated in 684 hours of training; and
- the Tenth Anniversary Celebration of Ambrose House.

Respectfully submitted,

Vaughn Simkins
Vaughn Simkins, Director

HASTINGS HOUSE

66 Chestnut Street, Cambridge



Hastings House is a 6-12 month community-based program serving troubled or delinquent juvenile males aged 13-18 years. Referrals are made from the Departments of Youth Services, Social Services and Mental Health on a non-contracted, space-available basis.

A significant change in the youth population served by Hastings House occurred in 1987. Throughout the year, the program serviced an increased percentage of juvenile sex offenders (37% of the population). Typically, this group of residents have no other delinquent and/or social services involvement. Behaviorally they are able to maintain themselves in the program with minimal acting out; However, they are usually in need of more structured and therapeutic treatment plans. In response, the Treatment Team has focused on developing sound treatment plans for these offenders and has implemented special conditions in their MAP contracts. This special needs population has resulted in staff expanding its resources to include the AIDS Action Committee, Boston Alliance for Gay and Lesbian Youth, sex offender groups and individual therapists.

Hastings House has also seen an increase in the number of residents (37 in '87) with more serious and violent backgrounds. Many of these youth are under the supervision of the Department of Youth Services' Specialized Case Management Team, formerly known as the Violent Offender Project. These residents have been identified as the most serious offenders within the Metropolitan Boston area and the Specialized Case Management Team has worked very closely with the Hastings House staff to ensure the successful reintegration of their referred youth.

The majority of residents at Hastings House during 1987 were involved in full-time educational placements. A typical resident would attend school during the day and work on a part-time basis in the evenings and on weekends. Residents held jobs at restaurants, retail stores, shipping and receiving departments and construction sites.

Highlights of the year included:

- group activities (many planned by the residents) which included trips to sporting events and theatre presentations at Boston University, attending a block party, trips to the movies, Museum of Fine Arts, Museum of Science, Aquarium and attending job fairs.
- Office For Children re-licensure which was granted in November; and
- staff participated in 180 hours of training during the year.

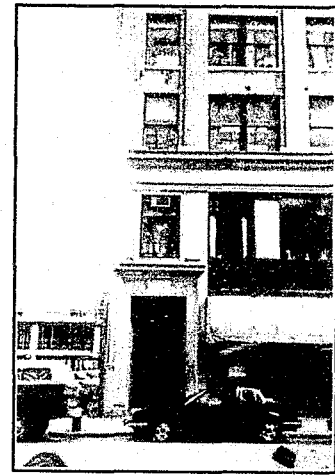
Respectfully submitted,

Michael A. Radon

Michael A. Radon, Director of Youth Services

BOSTON EMPLOYMENT RESOURCE CENTER

80 Broad Street, Boston



The Boston Employment Resource Center (BERC), part of the statewide Comprehensive Offender Employment Resource System (COERS), completed its eighth year of operation in 1987. BERC represents an innovative approach to developing employment and support services for ex-offenders residing in or returning to Greater Boston, through the coordination of existing public and private manpower and criminal justice resources. BERC seeks to minimize duplication of costly services, while providing a comprehensive array of job-related resources and services for male/female and adult/juvenile offenders.

Funding for BERC is provided by the Massachusetts Executive Office of Economic Affairs, Parole Board, Department of Youth Services and Department of Education, the City of Boston's Mayor's Office of Jobs and Community Services and Suffolk County Sheriff's Office. Additional resources are received from the Massachusetts Departments of Correction, Rehabilitation Commission and Division of Employment Security, all in accordance with the Interagency Agreement established through COERS.

CLIENT/COUNSELING OPERATIONS

Primary services provided by BERC include:

Intake - determines eligibility, orients clients to employment and training services and enrolls them into the Job Training Partnership Act (JTPA), a federally funded training program;

Case Management - assists clients in developing employment and education goals and in preparing for the world of work;

Job Development and Placement - assists clients in obtaining private sector employment commensurate with their skills, abilities and career goals;

Self Directed Job Search - provides instruction in step-by-step methods for a successful job search, provides resources for the client to use in seeking employment;

Support Services - assists clients needing specialized support in obtaining and retaining employment; and

Tutoring - provides individualized assistance toward achievement of the certificate of General Educational Development (GED).

REFERRAL SOURCES	NUMBER ENROLLED	% ENROLLMENTS
SUPERIOR COURT SYSTEM	25	2%
DISTRICT COURT SYSTEM	65	6%
DEPARTMENT OF YOUTH SERVICES	22	2%
FEDERAL PROBATION/PAROLE	24	2%
MASS. DEPARTMENT OF CORRECTION	165	15%
MASS. PAROLE BOARD	97	9%
SUFFOLK COUNTY H.O.C./DEER ISLAND	88	8%
MHHI RESIDENTIAL PROGRAMS	393	37%
OTHER COMMUNITY AGENCIES	115	11%
SELF REFERRALS	86	8%
TOTAL	1080	100%

SPECIAL PROGRAMS:

Specialized Youth Services

The Department of Youth Services (DYS) Employment and Training Services provides specialized case management, counseling, resource development and job placement services for youth aged 14-18 under the supervision of DYS.

The Boston Education and Employment Project

BEEP works with court-involved, school dropouts between the ages of 15 and 21. This project works on a collaboration service model comprised of nine service providers. Case management, assessment, counseling, competency-based education, support services and job placement services are provided by this project.

Women's Employment Project

WEP is designed to serve women offenders released from MCI-Framingham and/or referred from the courts. The project uses a Case Manager and Job Developer team approach with extensive support services, providing pre-employment training and career counseling.

Suffolk County Jail Project

This program originated in October 1986 to work with pre-trial clients released from the Jail on personal recognizance to participate in the project. It is comprised of two parts - a residential component, operating out of our Coolidge House program, and a support services component based on the BOSP model, operating out of BERC. The Case Manager is responsible for structuring and monitoring client activities in the following areas: job search, job placement and job performance. The goal is to demonstrate to the court that the client is performing productively in the community and therefore may be considered for an alternative sentence.

Massachusetts Community Assistance Parole Program (MassCAPP) and the Boston Offender Services Project (BOSP) are described elsewhere in this Annual Report.

SERVICE CATEGORY	GOAL	PERFORMANCE	% OF GOAL
NEW ENROLLMENTS	960	1080*	113%
JOB DEVELOPMENT			
DIRECT PLACEMENTS	600	910	152%
SELF PLACED	-	28	-
AVERAGE HOURLY WAGE	\$5.00	\$6.08	122%
GENERAL RELIEF PLACEMENTS	GOAL	ACTUAL	VARIANCE
1st QUARTER	23	35	152%
2nd-4th QUARTER	56	71	127%
(\$5.43/hr., 30 day retention)			
MINIMUM HOURLY WAGE	\$5.43	\$6.51	120%
TRAINING PLACEMENTS			
MASS. REHAB. COMMISSION	N/A	37	N/A
OTHER PROGRAM PLACEMENTS	N/A	13	N/A
SUPPORT SERVICES			
FINANCIAL	600	605	101%
AVERAGE COST	\$35.00	\$39.44	113%
NON-FINANCIAL	300	706	235%
OVERALL COMPLETION RATE	70%	87%	124%

* This figure includes 81 clients carried over from 1986

Additional highlights of 1987:

- BERC finalized negotiations with DIGITAL Equipment Corporation regarding an agreement to maintain two contract employment positions for BERC clients at the Boston plant.
- BERC held an Open House in November to introduce new staff and update referral sources on services provided and projects operated.
- BEEP co-sponsored a Youth Fair with the Department of Youth Services to inform youth service professionals about employment, training and alternative education program resources available in the Boston area.
- BERC staff made regularly scheduled orientation presentations to inmates at the Deer Island House of Correction and the Northeastern Correctional Center.
- BERC secured a new city of Boston contract to manage the support services budget for Boston JTPA training program participants. This was in large measure due to the experience and reputation BERC has established over the years through the BOSP program. This new contract included a new Community Worker position, responsible for managing all support service requests from 20 training programs as well as monitoring their support service budgets.
- BERC staff attended 1,143 hours of training during 1987. This included BERC's 8th annual two-day in-service training session which was designed, organized and coordinated by BERC staff.

Respectfully submitted,

Elizabeth Bonner
Elizabeth Bonner, Director

BOSTON OFFENDER SERVICES PROJECT

80 Broad Street, Boston

The Boston Offender Services Project (BOSP) was established in 1972 to provide emergency financial services and non-financial support to recently released and indigent ex-offenders. BOSP was the first program of this kind in Massachusetts, and one of the first in the United States. BOSP is managed by MHHI's BERC program as a short-term, highly structured program. In return for assistance, clients are required to actively search for employment, locate suitable housing and take advantage of community social services. They must keep appointments, provide receipts for expenditures and remain drug and alcohol free.

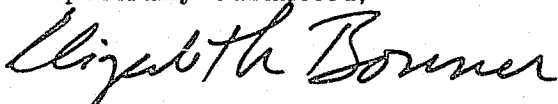
During fiscal year 1987, BOSP provided emergency and financial services to 720 ex-offenders. A total of 24,360.04 was distributed as follows:

33%	C L O T H I N G
25%	O T H E R tools/medication/identification cards/etc.
18%	T R A N S P O R T A T I O N
14%	H O U S I N G
10%	F O O D
TOTAL DISTRIBUTED: \$24,360.04	

In addition to financial and employment assistance, BOSP provided 307 clients with additional services, such as: locating emergency housing, making referrals to social welfare agencies and counseling programs; and arranging placement within other appropriate community programs.

During the 1986/87 fiscal year, \$16,302 was contributed to BOSP by private foundations, corporations, social service agencies and individuals (including MHHI staff through payroll deductions). In the spring of 1987, MHHI was awarded a \$30,000 grant from Boston's Mayor's Office of Jobs and Community Service to use in conjunction with the privately donated funds for the BOSP program. These awards and contributions greatly enhanced the efforts of staff to provide the opportunity for positive growth for the ex-offender.

Respectfully submitted,



Elizabeth Bonner, Director

MANAGEMENT TRAINING PROGRAM

186 Massachusetts Avenue, Boston

The Management Training Program (MTP) began in 1978 with a grant from the federal Office of Juvenile Justice and Delinquency Prevention, awarded by the Massachusetts Committee on Criminal Justice. Since that time, MTP has received funds to support public training activities and contracted special events from the Massachusetts Departments of Youth Services, Mental Health and Office of the Commissioner of Probation; grants from the Florence V. Burden Foundation, Gardiner Howland Shaw Foundation, Polaroid Foundation and Permanent Charity Fund; fees from trainings and publication sales; as well as donated goods and in-kind services. Also, to ensure that MHHI staff receive necessary training, MTP has received funds through MHHI contracts with the Massachusetts Department of Correction, Parole Board, county governments and the Federal Bureau of Prisons.

MTP's goal is to provide comprehensive, accessible and reasonably priced management and client services training and technical assistance for private non-profit and public service organizations. MTP services include public workshops and institutes, MHHI in-service training, special training events, technical assistance, a resource library and various publications.

During the last ten years, MTP has provided training for 12,077 individuals from more than 800 different agencies. In 1987, MTP trained 2,664 individuals, the greatest number of people trained by MTP in a single year, and a 34% increase over 1986. This year, 1,055 participants attended public training events (an 18% increase over 1986), 1,027 attended MHHI in-service workshops (31% increase) and 582 attended 24 special events/workshops (87% increase).

1 9 8 7	PUBLIC CALENDAR WORKSHOPS/INSTITUTES	IN-SERVICE WORKSHOPS	SPECIAL EVENTS
# OF PARTICIPANTS	1055	1027	582
# OF WORKSHOPS/EVENTS	39	117	24
AVG # PARTICIPANTS/EVENT	27	9	24
AVERAGE CONTENT RATING	88%	90%	N/A
AVERAGE STYLE RATING	90%	89%	N/A
AVERAGE OVERALL RATING	89%	93%	N/A

Public Training: During 1987, MTP presented 37 public training workshops (full-day or half-day) and 2 five-day management institutes, an increase of 56% over the number of public events presented in 1986. Most public training addressed management subjects (60%) and the remainder concentrated on clinical and client service skills. A notable innovation this year was the presentation of 4 workshops co-sponsored by the Smith College School for Social Work, which awarded social

work continuing education units (CEU's) to participants. Both five-day management institutes, held on Cape Cod, were attended by 39 participants in April and 41 participants in October. The October institute was the best-rated institute of the past eight institutes. Participants rated the overall content at 87% and the overall effectiveness of presenters' styles in conveying the material at 88%.

1987 PUBLIC WORKSHOPS

23rd Management Training Institute (Spring)
 24th Management Training Institute (Fall)
 Adolescent Sexuality
 Alternative Family Structures
 Analyzing and Correcting Performance Problems
 Assertive Communication
 Assertiveness Training
 Conflict Management
 Crisis Intervention
 Cultural Variety as Opportunity and Challenge
 Effective Written Communication
 Family Centered Treatment with Low Income and
 Multi-Problem Clients
 The Family Life Cycle
 Family Systems Counseling
 Motivational Techniques
 Office Management Effectiveness
 Reality Therapy
 Recruiting, Interviewing and Hiring
 The Role of Management: Helping Before Firing
 Skills for New Supervisors
 Special Issues of Gay and Lesbian Clients
 Stress Management
 Supervision and Leadership
 Supervisory Skills
 Team Building
 Time Management
 Training for Trainers
 Transforming Leadership

1987 PUBLIC TRAINERS

Robert Agoglia
 Joel Aronson
 Elsa Bengal
 Louise Bonar
 Norman Bossio
 Millicent Daly
 Leo Dauwer
 Robert Fazzi
 Sally Fogel
 Sara Garcia
 Margaret Hougén
 Wendy Kwalwasser
 Mark Levine
 Katharine Locke
 Barbara Neff
 Winifred Newcomb
 Renate Oliver
 Joyce Palmer
 LaVerne Saunders
 Jonathan Scott
 Phebe Sessions
 Janet Smeltz
 Karen Stevens
 Patricia Sweeney
 Pamela Taylor
 Sue Vargo
 Max Whiting
 Randall K. Wilburn

Note: Some of the above workshops have been presented more than once during 1987 and many trainers have presented more than one workshop during the year.

In-Service Training: 117 in-service training workshops (in 40 different topics) were presented for MHHI staff during the year, a 34% increase over 1986. A portion of this increase was due to the increase in MHHI staff and the installation of MHHI's new computer equipment and resultant training in hardware and software. The quality of in-service training remained consistent with recent years as participants evaluated workshops with an average of 90% for content, 89% for presenters' style and 93% overall. Of the in-service trainers, 23 were MHHI staff, many of whom presented training for their first time. Also in 1987, a training needs survey was conducted involving all MHHI staff.

1987 IN-SERVICE WORKSHOPS

AIDS Education
Advanced Computer Training
Alcoholism Film Series
Cardiopulmonary Resuscitation
CPR/First Aid Instructor Training Introduction
CPR Instructor Training
Client Contracts/MassCAPP
Client Tracking by Computer
Computer "Bites" Group
Copier Training
Criminal Offender Record Information
Crisis Intervention
Cultural Variety in the Workplace
Do's & Don't's of Crisis Intervention
Games Inmates Play/On Call Team
Group Effectiveness Training
The History of MHMI
House Management Issues
Improving Interactions on the Job
Intermediate Computer Training
Introduction to Reality Therapy
Introduction to the Computer
Making Your Credit Union Work for You
Multi-Media First Aid
Multi-Media First Aid Instructor Training
Office Procedures
Prison Visit: NCC Concord
Reality Therapy Practicum for Counselors
Staying Honest on the Job
Substance Abuse: Denial
Substance Abuse: The Disease
Supervisory Styles
Teaching Sex Education to Adolescent Males
Team Building and Motivation
Team Building/MassCAPP
Team Building/On Call Team
Train the Trainer

Note: Some of the above workshops have been presented more than once during 1987 and many trainers have presented more than one workshop during the year.

IN-SERVICE PRESENTERS

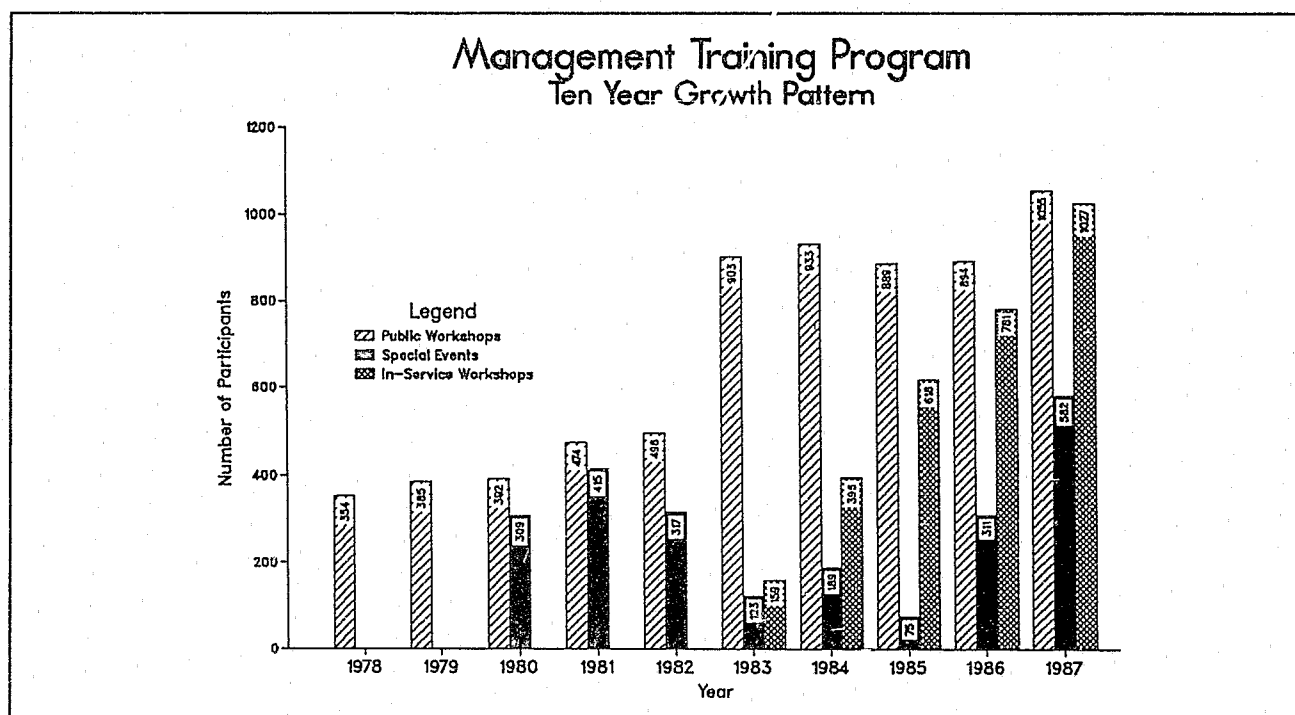
Maryann Amodeo
Raymond Barton
Stephen Blesofsky
Scott Bowen
J. Allyn Bradford
Kim Carpentier
Brienne Comella
Gene Dalton
Douglas Ecker
Margarete Ferrick
James Forgione
Edward Forsythe
Richard Fowler
John Fox
Sara Garcia
Margaret Hougen
Wayne Hudson
Chris Hunt
Frank Ives
Stuart Johnson
Peter Larkowich
Lifecycle, Inc.
Dr. Belser Louie
Michael Lyzun
Andrew Macdonald
Peter McCauley
Renee Monroe
Dennis Newton
Kevin Nestor
Kathleen O'Rourke
Margaret Parke
Todd Payton
Jeff Perrotti
Roland Picard
David Rego
Bryan Riley
Chris Rufo
Paula Rushboldt
Phil Salhaney
Jeff Sargent
LaVerne Saunders
Vaughn Simkins
Sue Vargo
Andrew Walker

Special Events: MTP responded to a number of requests from other nonprofit and government agencies to present custom-designed in-service training sessions to their staff. These sessions were arranged by contract and MTP subcontracted with expert presenters in the topic(s) requested. In 1987, 24 special events, for 582 participants, were presented, an increase of 87% over the number of participants trained in 1986. Client agencies were located in Fall River, Worcester, Newton, Brockton, Taunton, Roxbury, Framingham, Sturbridge, Westboro, Medfield, Boston

and Jamaica Plain. Topics included: "Supervision and Leadership", "Burnout Prevention", "Reality Therapy", "Motivation", "Team Building", "Adolescent Development", "Adolescent Sexuality", "Assertive Communication", "Time Management", "Skills for New Supervisors" and "Meeting Facilitation Skills".

Technical Assistance / Library / Publications: MTP's technical assistance capability continued to be one of its valuable services. Staff responded to many requests, providing information on trainers, workshop sites, management and treatment topics and referrals for employers seeking staff and individuals seeking jobs. Subject matter most frequently requested from MTP's resource files included information on personnel policies, the CORI law, legal issues, AIDS in the workplace and staff recruitment and interviewing techniques. MTP also maintains an extensive assortment of nonprofit management and criminal justice material in its library and resource center. In addition, MTP distributes the "Human Services Yellow Pages" as well as two MTP publications: "The Management Training Manual" and "The Office Management Manual".

Additional achievements during the year included: securing co-sponsorship of MTP workshops by the Mass. Council of Human Service Providers (MCHSP), the International Halfway House Association and the Nonprofit Consulting Collaborative; and presenting exhibitions of MTP services and materials at the STIGMA '87 conference, MCHSP annual convention, New England Environmental Conference, Massachusetts Cultural Alliance community arts conference, and New England Council of Community Mental Health Centers annual convention. Additionally, MTP staff personally participated in a cumulative total of 195 hours of training during the year.



Respectfully submitted,

James Michael Hayes
James Michael Hayes, Director

ON CALL TEAM

186 Massachusetts Avenue, Boston

The On Call Team was formed by the Massachusetts Department of Youth Services (DYS) through a grant from the Law Enforcement Assistance Administration (LEAA) in 1978. Since 1981, the Team has been administered by MHFI under a contract with DYS. The Team provides three primary functions for DYS's statewide network of shelter care, secure treatment, secure detention and group home programs: (1) training and back-up support; (2) coverage for program staff who are out attending training or on sick or vacation leaves; and (3) crisis intervention, as needed. Scheduling of the Team is handled through the DYS Training Center in Westboro and the administrative office is located at the MHFI Corporate Offices.

During 1987, the On Call Team provided 9,856 hours (1232 shifts) of coverage to 24 DYS facilities and 2 hospitals. The facilities served by the Team complete an evaluation on the quality of the coverage provided each time the Team is utilized. These evaluations rated the Team's performance in 1987 as follows: "Excellent" (35%), "Very Good" (2%), "Good" (62%), "Fair" (1%) and "Poor" (0%). In addition, the Team members complete evaluations on the facilities each time they provide coverage.

BREAKDOWN OF HOURS OF COVERAGE PROVIDED TO EACH FACILITY DURING 1987

SECURE TREATMENT (47%)	SECURE DETENTION (18%)	SHELTER CARE (30%)	GROUP CARE (5%)	HOSPITALS Less than 1%
Boston-224 hrs. LedgeWood-112 Littleton-776 RF Kennedy-808 Roslindale/East Wing-1036 Rotenberg-224 Westboro-488 Worcester-1040	Brockton/Boys- 24 hrs. Brockton/Girls- 16 Challenge-228 Charlestown-248 Roslindale/West Wing-1028 Westboro-80 JRI Evaluation Unit-120	Cameron House- 120 hrs. Challenge-308 Hillside-512 NFI-520 Worcester-1464	Anker House- 16 hrs. Hastings House- 96 Ambrose House- 256 Pilgrim Care-80	Brockton- 24 hrs. Marlborough- 8

The Team members are certified instructors in Cardiopulmonary Resuscitation and Multi-Media First Aid. This proved to be a valuable asset as they trained the staff of various DYS facilities while additional Team members provided coverage on the units. Group Workers Wayne Hudson, Virginia Humphreys and Director Richard Fowler presented training in "CPR", "Multi-Media First Aid", "Drug Education", "AIDS Training", "Stress Management" and "Non-Violent Crisis Management" to DYS staff and residents and to MHFI staff. In addition, On Call Team staff participated in a total of 900 hours of training during the year.

Respectfully submitted,


Richard Fowler, Director

MHHI FEDERAL CREDIT UNION #18932

577 Massachusetts Avenue, Boston

The Credit Union is a federally chartered institution in its 20th year of operation serving MHHI's residents, staff and their families. The Credit Union encourages saving and sound money management for its customers and offers share secured loans at a 12% annual percentage rate. Various plans are outlined to assist customers in establishing credit or repairing a bad credit rating. The Credit Union is located at 577 Massachusetts Avenue (McGrath House) and is open from 6:00 to 8:00 PM, Monday, Wednesday and Friday.

As a member in good standing of both the Massachusetts Chapter of the Credit Union National Association and the National Credit Union Association, each of our customer accounts is federally insured up to \$100,000.

FISCAL YEAR 1987	
TOTAL ACCOUNTS OPENED:	172
TOTAL ACCOUNTS CLOSED:	146
ACCOUNTS GAINED:	26
(8% increase)	
TOTAL ACCOUNTS AS OF 12/31/87: 334	
TOTAL DEPOSITS PROCESSED:	\$85,425.26
TOTAL WITHDRAWALS PROCESSED:	82,237.87
TOTAL SHARE BALANCE GAIN:	\$ 3,187.36
(15% GAIN OVER 12/31/87)	
TOTAL NUMBER OF SHARE TRANSACTIONS DURING YEAR: 1550	
AVERAGE DEPOSIT:	\$ 84.66
AVERAGE WITHDRAWAL:	105.07
AVERAGE ACCOUNT BALANCE (AS OF 12/31/87):	\$74.65

During 1987, 51 loans were granted, totalling \$7,911.00, a 17% increase over total amount loaned during 1986. The majority of the loans processed for residents were used toward security deposits on new apartments and for the purchase of clothing needed for new jobs. Each resident is given full and fair consideration when applying for a loan, and once approved by the Loan Officer, a check can be issued within three days. For many of these residents, this is the first loan they have ever received, and it is their first step in establishing a credit history.

Respectfully submitted,

Frank Cole

Frank Cole, Manager

SAMPLE RESIDENT/CLIENT PROFILES

PLEASE NOTE:

The following profiles are composites. Any similarity to an individual resident or client is purely coincidental.

JAMES, age 23 from Worcester, was serving an 18-month state sentence for a drug-related conviction when he entered a pre-release program in Boston. He had an eighth-grade education, a General Equivalency Diploma (which he had earned in prison) and a desire to "turn his life around" when he enrolled at the **Boston Employment Resource Center**. After consulting with his Case Manager, James established his goals as: secure employment and remain drug-free.

James exhibited a great deal of enthusiasm while working toward these goals. He immediately began to attend weekly Narcotics Anonymous (NA) and Alcoholics Anonymous (AA) meetings and actively began to look for employment. He had some skills as a machinist and applied for a job in this field at a company in the Boston area. Although the employer was looking for someone with more experience, James convinced them that he would be able to do the job. They agreed to hire him at \$6.60/hour with the stipulation that he take on more duties and responsibility as he progressed on the job. Through the **Boston Offender Services Project**, James received a loan of \$71 to pay for workboots, suitable work clothing and transportation. He repaid the loan with his first paycheck.

He had saved \$800 by the time he was released from the pre-release program and used it for rent and security deposit on an apartment. He remained drug-free, maintained employment and was granted a parole date. James reported to his Case Manager at BERC that he felt much better about himself since finding a job and staying off drugs. His employer was impressed by his diligence and perseverance in overcoming obstacles and reported that his positive attitude and higher self-esteem were apparent.

JOHN is a 17 year old youth who was referred to **Ambrose House** by the Department of Youth Services. Upon arrival, he had a 7th grade education, no work experience, substance abuse (marijuana) issues, an unstable adoptive home, and a juvenile record for larceny. Upon completion of a MAP contract, his goals were determined as: secure employment, save money toward independent living, get his GED, learn not to steal from others and improve his relationship with his adoptive family.

At the beginning of program participation, John continued to use marijuana, which resulted in his mandatory attendance at a drug treatment program (at least twice per week) and urinalysis testing (at least once per week). Although initially there were some difficulties, John remained drug-free for the last three months of his involvement with Ambrose House.

As a result of his poor work habits and stealing, he lost several jobs. In one case, he was accused of taking \$400 from his place of employment. He was confronted, admitted his responsibility and made restitution by working off the obligation for 72 hours. He finally secured a job as bus help at a restaurant, earning \$4.50/hr. He enjoyed this position and performed well. He earned several promotions at the restaurant, becoming a cook earning \$6.50/hr.

John (continued)

In addition, John participated in pre-GED tutoring at the program and obtained his GED. He established a more positive relationship with his adoptive family, but due to his family history (sexual abuse by a family member) it was determined that John should secure independent living. He had saved \$816 by the time he began out-residency.

John began out-residency and moved into an apartment with a roommate. Shortly after moving in, his roommate moved out and John began to experience difficulties. He moved a couple of times and after a few months, moved back to Ambrose House on in-residency. While in the program, John managed to save \$200/wk. and had saved \$1200 by the time he left Ambrose House to live in his own apartment.

* * * * *

ALICE is a 27 year old woman who served a two year sentence at MCI Framingham. She had been living in a pre-release program in Boston for the previous six months when she was referred to the Women's Employment Project (WEP) and was seeking assistance in finding employment.

Alice had a strong clerical background, supervisory skills and a history of job stability. She received financial assistance from the Boston Offender Services Program (BOSP) to purchase an MBTA-pass and appropriate clothing for job interviews. After developing a resume and going on job interviews, Alice was offered a position as an Intake Receptionist. The position was initially secured under an On-the-Job Training Contract (between BERC and the employer) to partially compensate the employer for an extended training period. The training lasted for 8 weeks, at which point the employer hired Alice as a full-time employee, earning \$7/hr and receiving company-paid medical insurance. In this position, there is room for advancement and the opportunity for Alice to enhance her administrative skills.

With the help of WEP, Alice was able to set realistic goals and make productive plans. She worked closely with WEP staff to discuss and develop objectives that would enable her to met these goals. Alice plans to continue working, maintain her relationship with WEP, and pursue new goals to further her education.

* * * * *

ROBERTO arrived at the Temporary Housing Program on pre-release status from the Boston Pre-Release Center. He is a 32 year old male, serving a 6-9 year sentence for conspiracy to distribute cocaine. This was Roberto's third incarceration and he had a lengthy juvenile criminal record.

In Roberto's MAP contract, his goals were determined as: maintain employment, continue GED preparation classes, attend weekly Narcotics Anonymous meetings, become involved in community volunteer work and participate in a New Group Activity.

Roberto was already employed when he arrived at the program. He had secured employment as a truck driver (earning \$5.50/hr.) while at the Boston Pre-Release Center.

SAMPLE RESIDENT/CLIENT PROFILES

Roberto (continued)

Shortly after arriving at THP, Roberto had two positive urinalysis test results for cocaine. This resulted in our request to the Department of Correction to return Roberto to MCI Concord on a 15-day provisional termination. At the end of this period, Roberto was allowed to return to THP with the requirement that he attend substance abuse counseling twice per week at a community health center and participate in frequent urinalysis testing. He remained drug-free for the remainder of his program participation.

He opened a savings account at a local bank and made deposits every week. Although he did not establish credit, he had saved over \$900 when he was paroled. Roberto was promoted to supervisor at his job and received a raise to \$7.50/hr. During program participation, he received support from his wife and children who resided in the Greater Boston area. He was involved in volunteer work (serving breakfast at a homeless shelter on Sunday mornings) and participated in a New Group Activity (playing softball in a league).

* * * * *

KENNETH, a 16 year old male, had a history of family problems (alcoholic mother, no contact with father) that interfered with his capacity to concentrate on school or maintain steady employment. Upon referral to the **Boston Education and Employment Project (BEEP)**, he was enrolled in a GED program, however, was unable to participate consistently due to his unstable home life.

Through the assistance of his BEEP Case Manager, he obtained his own apartment. With an improved living situation, he was able to apply himself to his studies. He also established a strong supportive relationship with a teacher at his GED educational site. Once settled in his apartment and GED program, and after discussing his skills and career interests with his BEEP Case Manager, Kenneth secured a job as a sales clerk at a popular clothing store. After participating in the BEEP project for two years, Kenneth completed his educational program and secured his GED certificate. Since then, he has maintained contact with his Case Manager, and recently obtained a position as a bank teller, earning \$5.50/hour. He receives follow-up support and counseling from the project and hopes to pursue a college education at the University of Massachusetts.

* * * * *

MICHAEL, age 26, arrived at **McGrath House** from MCI Plymouth. He was serving an 18 month sentence for indecent assault and battery, his second incarceration. Upon arrival, his needs were assessed and goals established as: secure and maintain employment; open a savings account and make weekly deposits; attend weekly drug and alcohol abuse counseling; participate in volunteer community service work; and reunite with his family.

Michael immediately secured employment working for a carpenter at \$7.50/hr., a position he held before incarceration. He opened an account at the MHHI Credit Union and had saved \$345 upon release from McGrath House; attended weekly AA and NA meetings and volunteered two hours per week doing carpentry work at a historical building being restored. He reestablished contact with his wife and son and together they attended birthday parties, school functions and art museums.

Michael (continued)

Michael was a quiet resident who abided by program rules and regulations. He seemed most interested in spending time with his wife and son. He had no substance abuse issues while participating in the program. He was paroled from McGrath House after 3 months in the program to live with his family.

* * * * *

MARK is a 31 year old male who was referred by his parole officer to the Massachusetts Community Assistance Parole Program (MassCAPP) at BERC for support services. Like all MassCAPP clients, Mark is disabled. He has a learning disability, a very short attention span and serious medical problems, including alcoholism. Despite a 7th grade education, Mark came to MassCAPP functionally illiterate and without prior work experience. His income was derived solely from social security benefits.

Upon meeting with his Case Manager, Mark expressed a desire to read and write, to obtain employment and a driver's license. MassCAPP provided assistance by enrolling Mark in a tutoring program at an adult education program. Very dedicated to this program, and receiving much personal support from his teacher, Mark made enough progress in reading and writing to obtain a driver's license. Mark then began a part-time position as a general helper for a social service agency, receiving a stipend of \$4/hr. (which augmented his SSI benefits). Initially, on-the-job training was provided through wages subsidized by MassCAPP. Mark is living in the community, continues to work part-time and remains a committed member of Alcoholics Anonymous.

* * * * *

MARY, age 17, was referred to the Boston Education and Employment Project by Roxbury Juvenile Court to receive support services to further her education. Her educational assessment test scores were very low, however she was referred and accepted by an alternative education high school diploma program.

Mary experienced difficulties adjusting to this educational program, in part due to experiencing family problems which prevented her full participation (her family was evicted and forced to relocate to a new area). After her family situation was stabilized, Mary continued to display negative behavior in school, refusing to participate in classroom activities and causing disruptions, and was therefore referred to the Massachusetts Rehabilitation Commission (MRC) for further evaluation. Mary was found to be eligible for MRC services, but she refused to follow through or keep appointments. Job search activities were postponed until Mary showed more of a commitment to follow through with and participate in the various aspects of her program.

During this period, Mary was continuously counseled by her BEEP Case Manager, who regularly communicated with her MRC Counselor. Mary finally settled down and established her goal to improve her test scores high enough to obtain her GED. After working diligently for several months, Mary achieved one grade level increase, passed her pre-GED class, and began attending GED class. After 14 months participating in the BEEP program, Mary maintains regular contact with her BEEP Case Manager and MRC Counselor. The next step for Mary is to obtain her GED and begin an employment training program.

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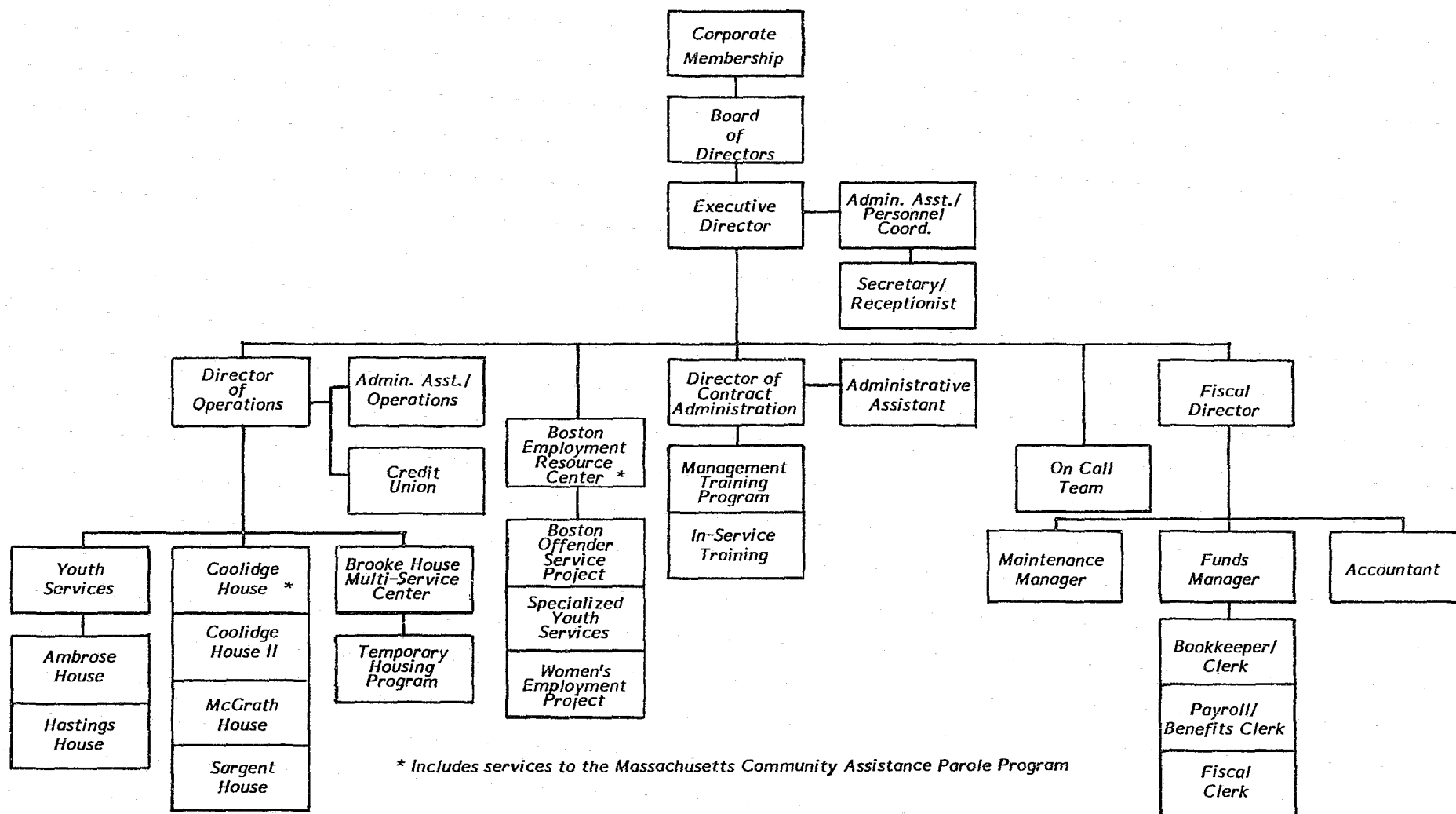
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