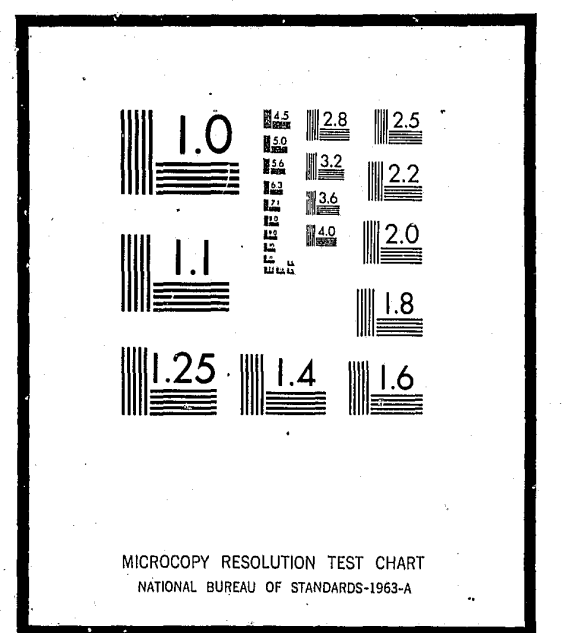


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ALPHA HOUSE

A Preliminary Evaluation Report

prepared by

Project Evaluation Unit

Governor's Commission on Crime Prevention and Control

May, 1974

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I. DESCRIPTION

Alpha House, Incorporated is an organization concerned with helping ex-offenders return to society from correctional institutions. This organization was formed and incorporated as a non-profit organization which would set up and operate a re-entry halfway house for multiple offenders being released from correctional institutions. Alpha House, a halfway house for men paroled or discharged from adult correctional facilities, was developed by the corporation. Alpha House, Incorporated has since opened a second residential facility, PORT-Alpha, which diverts young felons from sentences to correctional institutions. The subject of this report is the Alpha House residence.

Since Alpha House began admitting residents, major changes in the program of the facility have been implemented. Alpha House admitted its first resident in November, 1972. After a year of serving clients through the residential facility, the staff decided programmatic changes were necessary to improve the project's effectiveness. These changes were planned and implemented in the first few months of 1974. Consequently, this report will not be concerned with Alpha House as it is now operating. We will be concerned here with the original Alpha House program. However, some of the changes which have been implemented will be described in the appropriate contexts.

A. THE ALPHA HOUSE PROJECT

1. Background Information

The Board of Directors for the corporation identified the following

problems for ex-offenders returning from institutions. First, over fifty percent of the parolees released to Minneapolis in 1971 were placed with relatives or in rooms in boarding houses. In most cases, neither of these types of placements was found to be satisfactory. Relatives often agreed to accept a parolee in order to aid the offender's release from the institution. But the financial burdens and personality problems were found to be unsatisfactory to both the relatives and the offender. Second, many offenders returning to society either cannot find jobs or obtain jobs which are unsatisfactory. Yet they have had little help in getting employment for which they are qualified or in receiving training which would increase their qualifications for employment. Third, many parolees have had drug or alcohol problems in the past and return to these "crutches" when things do not go well in society. Fourth, many ex-offenders have difficult times establishing relationships with people outside institutional settings.

Alpha House, Inc. proposed a halfway house which would help ex-offenders deal with these problems. First, it would provide them with a comfortable place to live in a house in which they were welcome and in which they would not be a financial burden. Second, one of the functions of the program in Alpha House would be to help ex-offenders find good jobs and/or receive vocational and educational training. Third, the staff of the project would work with clients on drug and alcohol problems and provide support for the clients so these "crutches" would not have to be used. If a client had problems with either drugs or alcohol which were more severe than the staff could successfully handle, the Alpha House staff would refer the client to other programs in the community designed to help with these problems. Fourth, ex-offenders

have problems establishing relationships with persons who are not ex-offenders. Alpha House would ease this problem by employing a staff composed of ex-offenders who have been through the same problems. The experienced staff would be able to help their clients overcome these problems.

The corporation purchased a house at 2712 Fremont Avenue South in Minneapolis as the residence for the project. At the time the house was purchased, it had been condemned as a residence. However, through the efforts of the corporation members and numerous volunteers, the house was refurbished and is now one of the finer residences in the neighborhood.

The residential facility is a three-story house with eighteen rooms, of which seven are bedrooms. The bedrooms are designed for one or two residents, giving the house a capacity for eleven clients at a time. The third floor of the house contains the office space for the staff.

Recreational opportunities in the house include weight lifting, television, a pool table, stereo, reading materials. The house has two lounges for residents, as well as a porch which can be used as a lounge during the summer. The neighborhood area includes lakes, parks, a swimming pool, movie theaters, and the Guthrie Theater which residents may use for recreation. Alpha House is located in a residential neighborhood about three blocks from a commercial area. The neighborhood is composed of approximately fifty percent single family dwellings and fifty percent multiple unit dwellings.

The staff report that the immediate community is generally friendly and very accepting to the halfway house. They cite two sources for the high acceptance in the community. First, the clients in the house have done an

excellent job of public relations in the neighborhood. Indeed, one of the neighbors has taken clients on outings on his houseboat. Second, the house is active in community affairs. Alpha House, for example, is a member of the Lowry Hill East Neighborhood Association and has hosted meetings of the association. Alpha House has also raised the value of the property they own, which in itself is good public relations. Neighbors have demonstrated support for Alpha House at public hearings. Indeed, the staff could not identify any organizations or groups in the community which currently oppose the project.

Alpha House, Incorporated has 45 members on its Board of Directors. Of this number, 19 are "Honorary Members" - a category created to allow participation by interested persons who may not have time to attend all meetings. As Honorary Members, these persons are non-voting members and, consequently, are not required for a quorum at business meetings.

The 26 "Active" members meet quarterly, vote on policy and nominate and elect the Executive Committee. The Executive Committee meets bi-monthly and is empowered by the full board to act in the latter's behalf.

The Alpha House, Inc. Board of Directors sets major policies for Alpha House and is responsible for:

1. Hiring the Executive Director and ensuring that he (she) manages the project in an efficient and responsible manner.
2. Approving the operating budget prior to submission to funding agencies, approving expenditures during the fiscal year which deviate from the operating budget.
3. Establishing personnel policies and ensuring that these are carried out by the Executive Director.

- a. Ratifying and approving staff pay increases as recommended by the Executive Director.
 - b. Providing a grievance committee for staff complaints about personnel policies.
4. Being aware of and assessing management, treatment and evaluation procedures, policies and behavior. The Board will also be responsible for giving ratification and approval for major changes in any of these three areas as proposed by the Executive Director.
 5. Assisting staff in fund raising, community relations, working with different units of government, community organizations, and public relations.

As was noted above, the Board of Directors is also responsible for the operation of PORT-Alpha, another residential, community-based corrections project.

The Governor's Commission on Crime Prevention and Control has awarded two grants to Alpha House, Incorporated, for a total of \$122,646.00 of LEAA funds for this project. Table I contains the details of these grants.

TABLE I					
<u>ALPHA HOUSE AWARDS</u>					
Grant Number	Year	LEAA Funds	Cash Match	In-Kind Match	Total Award
18-15-60-00-067(72)	1972	\$65,000	--	\$24,708	\$89,708
4318006773	1973	57,646	7,712	13,080	78,438
TOTAL		\$122,646	\$7,712	\$37,788	\$168,146

2. Project Goals

As with other aspects of the Alpha House project, we have two sets of

goals to discuss: those under which the project operated during the first year of serving clients and those which have recently been formulated and under which the project will continue to operate if funded. During the first two funding years with which we are concerned, Alpha House had the following set of goals and objectives.

1. To establish a community-based, transitional facility which provides residential accommodations in a democratic group setting for multiple offenders on release from an institution.
2. To create a positive preventive return facility.
3. To provide job or vocational placement to every resident of the house, specifically 48 men per year.
4. To demonstrate that a democratic home setting for parolees and men on work release can be an effective model for the development of individual responsibility.
5. To provide counseling for personal family problems.
6. To demonstrate that ex-offenders can effectively staff and administer the project.
7. To create a program which will permit quicker release of men from the prisons.
8. To effectively promote community involvement in the rehabilitation of ex-offenders.
9. To make the transition more complete and lasting, Alpha House will provide the setting and the assistance ex-offenders need to:
 - a. Help linkages and relationships with individuals or groups not directly involved in the criminal justice system, and
 - b. Resolve, or at least work toward resolving, alienation from conventional society.
10. To establish an effective working relation with the Department of Corrections to facilitate the pre-release orientation and move to Alpha House.
11. To establish relationships with community agencies in areas of education, vocational training, mental health, chemical dependency and marriage and family counseling.

Progress toward achieving this set of goals and objectives will be the measure for this report. We should note, however, that Alpha House has already revised their goals and will operate during the third year under a new set of goals. Under the second objective listed above, Alpha House set a goal of zero returns to correctional institutions for clients living in the house. But the project also stipulated that should returns exceed twenty percent, the staff and Board of Directors would re-examine the goals and the Alpha House program and make changes that appeared necessary.

After a year of serving clients in the project, the twenty percent limitation was exceeded and the Alpha House program was revised. The new goals and objectives are as follows.

GOALS

- A. To create a positive preventive return facility, to be measured by a recidivism rate of 25% or less (where "recidivism" is defined as a return to a correctional institution).
- B. To create a two-phase, two-facility community-based transitional program which provides residential accommodations in a democratic group setting for multiple offenders on release from an institution. The two facilities will have a capacity for 21 residents.
- C. To have graduates of the program who have set positive goals and who have become productive members of the community. This will be measured by a 75% success rate.

To achieve these goals, the following objectives are being implemented.

OBJECTIVES

1. To provide a therapeutic community where incarcerated persons can receive an early parole and provide for the effective development of individual responsibility.
2. To provide a follow-up phase or three-fourths-way house which will further enable residents to make a gradual return to the community.

3. To provide group counseling for personal family problems.
4. To demonstrate that ex-offenders can effectively staff and administer the project.
5. To create a program which will create quick release of men from the prisons, provided by a contract on conditional parole to the therapeutic community.
6. To effectively promote community involvement in the rehabilitation of ex-offenders.
7. To continue in efforts to establish an effective working relationship with the Department of Corrections.
8. To establish relationships with community agencies in areas of education, vocational training, mental health, chemical dependency, and marriage and family counseling.

As should be evident from this set of goals and objectives, the new Alpha House program is a revision of the original program -- not a completely new program. The primary goal of both the original and revised programs is to help ex-offenders readjust to non-institutional life without a return to criminal behavior.

3. Alpha House Staff

Alpha House has four full-time staff positions: executive director, administrative assistant, coordinator, and counselor. The project also employs two part-time counselor interns. Of the six staff members, the administrative assistant is the only female and one of the counselor interns is the only minority group member. With the exception of the administrative assistant, all staff members are ex-offenders as required by the objectives of the project.

The executive director, as representative of the staff and liaison between the staff and the Board of Directors, is responsible to the Board in the following manner.

1. Carries out policies of the Board of Directors and runs the day-to-day operation of the House in an efficient and responsible manner.
2. Draws up the operating budget and secures ratification and approval before submission to funding agency. Documents any request for deviations from this budget for prior ratification and approval by the Board of Directors.
3. Carries out personnel policies as established by the Board.
 - a. Provides the Executive Committee with periodic staff evaluations and recommendations for pay increases.
 - b. Is responsible for hiring of staff within the guidelines of the personnel Executive Committee approval.
4. Is responsible for presenting documentation for suggested changes in treatment, management, and evaluation for prior ratification and approval by the Board of Directors.
5. Works with Board of Directors in fund raising, community relations, working with different units of government, community organizations and public relations.

The executive director is hired by and accountable to the Board of Directors. The executive director is also responsible for preparing grant applications for funds, financial management of the project's funds, review and evaluation of the program, hiring staff, and providing in-service staff training.

The administrative assistant is directly responsible to the executive director. The administrative assistant is responsible for clerical and receptionist duties, for developing and maintaining bookkeeping procedures, for providing financial reports as necessary, for keeping the daily calendar of the executive director and for performing other tasks as assigned by the executive director.

The coordinator develops and maintains the intake-screening process, carries out pre-release work with prospective residents, maintains working

relationships with the Department of Corrections contacts, completes intake and termination data collection forms, develops new program components as necessary, develops and directs the referral program, develops and maintains the follow-up program and provides transportation for new residents coming from institutions. The coordinator is strongly encouraged to obtain training and education which may make him (her) more effective in the present position and prepare him (her) for other positions. When the Alpha House program opens a second residential facility, the coordinator will be responsible for developing and managing the program at the new facility.

The counselor is directly responsible to the executive director. The counselor is responsible for providing needed counseling services, including group counseling/therapy, one-to-one counseling, and family counseling, for assigning house duties to residents and seeing that they are carried out, for referral of residents to needed community resources, and for training the intern counselors.

For the time period covered by this report, Earl A. Fish was the executive director of Alpha House. Mr. Fish was hired on September 20, 1972, following the approval of LEAA funding. He was 32 years old when hired and had an employment background which includes work varying from being a welder and heavy equipment mechanic to chief psychological research clerk to a creative writing teacher in high school. His background also includes five felony convictions for narcotics violations, burglary and escape. He has served more than eight years in the Reformatory and Prison. Following his last release from the St. Cloud Reformatory, Mr. Fish was graduated with high honors from St. Cloud State College. Mr. Fish resigned from the executive director's position on February 28, 1974.

The administrative assistant is Patricia Bartusch. Ms. Bartusch has an Associate of Arts degree from the University of Minnesota, is one course away from a Bachelor of Applied Science degree in Legal Management, and is certified as a Legal Paraprofessional through the University of Minnesota. Her employment background includes work as a project evaluator for the Department of Corrections, as a legal paraprofessional with the Legal Aid Clinic at the University of Minnesota, and in accounting and bookkeeping for a law firm.

James Martinson, an ex-offender, is the counselor. He has earned a G.E.D. and is currently enrolled in the Extension Division of the University of Minnesota majoring in Interpersonal Communications. Mr. Martinson was chemically dependent and is a former resident and resident staff member of Eden House. He has worked as a consultant for program development for Freeport West, as a group and individual counselor at the Veteran's Administration Hospital and as the manager of Ann's Dairy. Mr. Martinson is a member of the Board of Directors of the Minneapolis Rehabilitation Center. Following Mr. Fish's resignation, Mr. Martinson became the acting executive director of Alpha House.

The coordinator for Alpha House is Douglas Hayes. Mr. Hayes is an ex-offender and former Alpha House resident. He has earned seventy credits toward a double major in Sociology and Psychology at Antioch Communiversisty. His background includes training as a counselor in the Inmate Counseling Program at the Minnesota State Prison and counseling experience at the Hennepin County Home School, Plymouth Youth Center and Unity House.

4. Alpha House Program

The basic description of the project in its original grant application is as follows.

Alpha House is a community-based transitional facility which will provide residential accommodations in a democratic group setting for former multiple offenders upon release from an institution. Services of the house will include pre-release guidance, preventive return, and referral to community social services.

Alpha House will serve the "hardcore" multiple offender during his transition from the institution to normal community living. It will enable the ex-offender to assume responsibility for self-direction with supportive guidance.

In addition to the preventive return and the referral components, Alpha House will offer a home to work release clients. Supplementary counseling for a variety of problems will be an integral part of the total program.

From this basic description, we can point out four features of the general Alpha House program. First, the program will serve "hardcore" multiple offenders. There were no plans to accept clients who had not had a long history of involvement with the criminal justice system and a number of commitments to correctional institutions. Second, the house would be run as a democratic community in which both residents and staff have an equal voice relative to house policies and procedures. Third, the project would provide pre-release guidance to future clients while these men are still in correctional institutions, would provide referral services to clients when they are in the house, and would serve as a preventive return facility for men released from correctional institutions. Fourth, in addition to clients paroled or discharged from institutions to Alpha House, the facility would provide a residence for correctional system clients in work release programs.

One of the basic features of the Alpha House program, which makes it unique among residential programs for ex-offenders, is the use of democratic procedures to determine house policies. All members of the house, i.e., the staff and residents, participate in the group. The group would have the responsibility for determining how the house would operate, what must be done to solve problems which might arise in the house, and what responsibilities the residents would have for house operations. One of the problems that arises among ex-offenders is that they tend to be extremely autocratic in their decision-making, even among their own families. Alpha House hopes to overcome this autocratic attitude by using a democratic method for arriving at decisions which will affect house operations. All residents are free to participate in the discussions of the problems and to vote on the decisions. Whether residents participate or not, the house would be bound by the decisions the group reaches. Because such a procedure may make mistakes, the Alpha House council would meet once a week to review house problems and, perhaps, decisions which had been previously supported by the council. The utility of this methodology was summarized as follows in the grant application.

The House Council will use [democratic] approaches in directing house duties and dealing with the inevitable conflicts that will arise. In this method, conflict is not suppressed, but its underlying causes are understood and dealt with quickly and democratically. Further, this type of group approach affords the opportunity to utilize encouragement as a method of gaining the full participation from all members so that no one person retreats into solitude and submersed hostility.

By using democratic group procedures to help operate the house, Alpha House thought the autocratic attitudes of its clients would be weakened.

One of the main problems of ex-offenders is finding suitable employment.

Alpha House would assist its clients by providing job counseling and placement during the pre-release stage and during residency. If possible, temporary employment is found for clients who do not have jobs when they are released from the institution. In addition to helping clients find jobs for immediate placement, Alpha House would help clients receive skills testing and training and help them find permanent employment. The Alpha House staff would be complemented by community volunteers and businesses who had offered to help clients with employment problems. Some businesses, for example, had offered temporary employment for new clients. Persons active in and knowledgeable of employment problems had volunteered to help Alpha House clients with their employment problems. According to the project's plans, the results of the employment counseling aspect of the program

...will be that within the normal three-month stay at Alpha House, the men will have had ample opportunity to assess their skills and interest, test themselves in the field, make the best possible individual choices, and establish a stable work record. Staff will provide continued follow-up after a man has terminated residence in Alpha House.

Thus, employment would have a significant role in clients' programs at Alpha House. In addition to project staff support, arrangements were made for clients to work directly with the employment director of PORT-Alpha, who would devote twenty percent of his time to helping Alpha House clients. Although the project staff expressed satisfaction with these arrangements, PORT-Alpha has eliminated the position of employment director so this resource is no longer available to Alpha House clients. However, the project does think all its residents who have been able to work, ready to accept the responsibilities of employment, and have had realistic employment goals have found job placements.

During the initial application stages, prospective clients complete a "Goal Attainment Scale" and an "Adlerian Lifestyle" analysis. The latter of these two is used as a diagnostic tool for understanding a client's behavior. The "Goal Attainment Scale" is used to help clients begin making decisions about his own life. Clients are allowed to set their own goals with or without counseling provided by the staff. However, the goals and progress toward them are reviewed weekly. Clients may revise their goals at any time, so they are not committed to the set of goals they initially developed. This use of the "Goal Attainment Scale" was adopted because (i) Alpha House believes clients should be allowed to set their own goals and not have goals imposed upon them and (ii) clients often choose unrealistic goals but must be given time to admit that the goals are unrealistic and an opportunity to revise their goals.

Once a client has set his goals, the Alpha House staff provides assistance for meeting these goals. Individual counseling to resolve problems impeding progress toward goals is provided by the staff. Referral to community agencies which can help the client is a common part of the program. Volunteers are also enlisted to help with specific problems.

In addition to individual counseling relative to the "Goal Attainment Scale," Alpha House staff members (with the exception of the administrative assistant) are available for individual counseling at any time. At least one staff member is at the house at all times for 24-hour coverage. Individual counseling sessions deal primarily with client's personal problems, although some sessions may deal specifically with education and training.

Alpha House also has House Council meetings at least once a week, although anyone in the house can call a meeting at any time. These meetings are run according to parliamentary rules and may involve individual or house problems. These meetings use Adlerian concepts -- that is, problems are to be resolved by reaching rational decisions and "reaping the consequences," whether good or bad. Each member of the house may put problems on the agenda for a meeting. To the extent possible, these meetings deal with concrete, easily identifiable problems. Otherwise, with abstract problems, the house would have a difficult time in resolving problems because they would be unclear as to what the problems were. The resident who put a problem on the agenda presents the problem to the group and elicits the perspectives of others on how to deal with the problem. Following a discussion, the group reaches a decision on how the problem should be resolved and that decision is followed.

With one exception, all education and training is done through referrals to community resources. Alpha House has initiated an intern counseling program through which residents may receive training toward becoming counselors. If this aspect of the project proves successful, Alpha House will pursue the possibility of becoming a training center for community corrections.

A major focus of the Alpha House program is to re-socialize their clients for living in a non-institutional environment. Part of this is done through the house meetings during which residents must make decisions which will affect themselves and other members of the house. They can no longer rely on others to make decisions for them as is done in the institutions, nor can they

ignore the impact of their own decisions on others because everyone must abide by the group decisions. Another part of the resocialization was to be provided by family counseling by the staff. However, for a number of reasons, family counseling with clients and their family members is not feasible for most clients. Alpha House has responded by shifting the focus of this counseling effort to counseling with respect to current relationships, e.g., girl friends of clients, although family counseling is provided when possible. A third part of the resocialization concentrates on developing recreational interests and opportunities. Alpha House has arranged camping and fishing trips for clients, swimming outings, sailing, archery, and social parties. The project has also developed a small library for leisure reading at the house.

At the end of the first year of operation with residents in the house, Alpha House closed the intake process and initiated a self-review of their program. The staff concluded that the project was not as effective as they had hoped it would be. Specifically, they concluded that approximately 65% of their clients would have been better served in a more "structured" program. Many of their clients were not ready to accept the responsibilities they faced when they entered the program. For example, the House Council was to determine the responsibilities of the residents for the maintenance and operation of the house. However, for a number of months, these duties were assigned and undertaken in an extremely haphazard manner and were often neglected until they had to be done. In response to staff suggestions, the House Council finally set up a list of regular responsibilities to which residents are assigned each week. Moreover, many residents were not prepared to undertake

realistic goals and work toward them. More supervision and counseling may have helped them. The staff also concluded that employment for clients was being over-emphasized. Some clients were too quickly placed in positions which they could not handle, while others were simply not ready to begin regular employment. In response to these conclusions, Alpha House has developed and begun implementation of a new program structure, which is presented in the 1974 grant application.

B. ALPHA HOUSE CLIENTELE

1. Admission to Alpha House

Alpha House clients should meet the following selection criteria. First, clients should be adult, male, "hardcore" multiple offenders, where "hardcore" multiple offenders are those men with two or more felony convictions and long histories of institutionalization. Second, Alpha House should be used only if they have no alternative placements in the community. Third, they must be sincere in their desires to make a transition from a criminal background into regular society. A series of interviews during the pre-release application phase is aimed, in part, toward determining the sincerity of prospective clients. Fourth, clients should plan on living in the Twin Cities metropolitan area. While others may apply, priority will be given to applicants who would remain in the metropolitan area after residency in Alpha House.

Applications from inmates are processed by an Alpha House screening committee composed of one institution staff member and two inmates. The initial review of the application is made by the screening committee to determine

whether the applicant meets the above criteria and is within ninety days of his board hearing. If the applicant does not meet the criteria, his application is returned with an explanation of its denial. One of the problems Alpha House has had during the first year was that some residents did not meet the first criterion of being a multiple offender. If the application does meet the criteria, a second meeting of the screening committee, an Alpha House staff member, and (if possible) a current resident is held to review the application. During this meeting, a short work-up on the applicant is prepared by the institution committee and the group decides whether to accept the application. Again, if the application is denied, an explanation for the denial is given to the applicant and referrals to other resources which might help him are made.

Once the first two screenings have been passed, arrangements are made for the prospective resident to visit Alpha House for a tour of the facility and to participate in a special house meeting. If the residents are favorable to his admission and the applicant is still interested in Alpha House, a "Goal Attainment" sheet is set up with the applicant and a treatment contract is negotiated. The final contract is signed by the applicant, an Alpha House staff member, and the applicant's parole officer. This contract will include the primary goals of the applicant -- although, as noted earlier, these are renegotiable -- and the following three conditions: the applicant agrees to (i) maintain his part of the house, (ii) attend all house meetings, and (iii) always use the sign-out sheet. The executive director makes the final decision on whether to accept the applicant.

After the contract is finalized and the executive director approves the

application, a letter of acceptance is sent to the client and to his institution caseworker. Bi-weekly contacts with the client are continued at the institution by staff members and, when possible, a current resident of the project. These meetings are used to identify problem areas for the client and to provide further orientation to Alpha House. At release, Alpha House will provide transportation from the institution to the residential facility. Other residents provide orientation to the house and explain house maintenance duties. A house meeting for introductions is held to help the new resident become familiar with the house.

Clients are considered "failures" if they are jailed for new offenses or are returned to prison. But they are also considered "program failures" if they have not made any progress toward achieving their goals. If a client is not doing anything to achieve his goals, a house meeting will be held to determine whether he should be allowed to remain in the program. After the client's case is discussed, the members of the house decide whether he may remain in the program. Clients who meet the personal goals laid down in the contract are considered "program successes." When a client who has achieved his goals wants to terminate residency, a meeting of the client, his parole officer and an Alpha House staff member is held to discuss the termination of the client from the program. Ordinarily, the client will initiate this meeting. These three people then decide by consensus whether it is appropriate to terminate the client from residence. Alpha House will usually support the wishes of any client who wants to leave the residence.

2. Client Characteristics

From November, 1972 through January, 1974, Alpha House has served 26

adult, male clients. Of these 26, 80.8% (21) have completed residence, while 19.2% (5) were still residents when our data collection was completed. The data we will present in this report will ordinarily be based on a population of 26 when we are discussing all clients or of 21 when we are discussing only those who have completed residency. Most of our data will be reported in terms of percentages based on either of these two numbers, depending upon the population which we are discussing. However, when percentages are based on other numbers, the total number of clients in the population, N, will be provided in parentheses.

Demographic Characteristics. The age range for the Alpha House client population is from 19 to 39 years of age, with a mean age of 27.2 years old (N = 25). Among the clients, 69.2% (18) are white, 19.2% (5) are black, 7.7% (2) are Native American, and 3.8% (1) are Latin American. The average grade completed by Alpha House residents is 11.2 grades (N = 25), although the range of prior education is from eighth grade through one year of college. Sixty-eight percent (17, N = 25) of the Alpha House clients have completed high school, received a G.E.D. or started college education. Intelligence estimates for the clientele show that 19.2% (5) score at a superior level, 19.2% (5) at a bright normal, 57.7% (15) at average, and 3.8% (1) at a dull normal level.

Nineteen (73.1%) of all Alpha House clients list the metropolitan area as their legal residence location, of which 53.8% (14) are from Hennepin County and 15.4% (4) are from Ramsey County. Table II shows the distribution of Alpha House clients among their counties of residence. Of the 24 known

cases (N = 24), 79.2% (19) are from Anoka, Hennepin or Ramsey Counties. This is in accord with selection priority for metropolitan area residents.

TABLE II			
<u>COUNTY OF RESIDENCE</u>			
County	Frequency	Percent Of Total (N=26)	Percent Of Known (N=24)
Anoka	1	3.8%	4.2%
Hennepin	14	53.8	58.3
Ramsey	4	15.4	16.7
St. Louis	1	3.8	4.2
Out-Of-State	4	15.4	16.7
Unknown	2	7.7	--
TOTALS	26	99.9%	100.1%

Socio-Economic Characteristics. Among the Alpha House clientele, 57.7% (15) had never married, 34.6% (9) were divorced or separated, and 7.7% (2) were married. The low percentage of those who were married is one of the reasons the project switched from a focus on family counseling to a focus on counseling inter-personal relationships in general. Twenty-two (84.6%) of the clients reported that they had only themselves to support, while 7.7% (2) reported that they had one other person to support and 7.7% (2) had two others to support. At the time of their last offenses, 34.6% (9) were living with their spouse or partner, 26.9% (7) with friends or relatives, 15.4% (4) with parents, 15.4% (4) by themselves and 3.8% (1) with foster parents (with one client's living situation unknown). But immediately prior to entering

residency at Alpha House, 84.6% (22) were living in correctional institutions, 7.7% (2) in other treatment programs, 3.8% (1) by themselves, and 3.8% (1) with a spouse or partner.

The economic picture of Alpha House residents is not bright. At intake to residency, 88.5% (23) of the clients were unemployed and 11.5% (3) were employed full-time. At the time of their offense, 50.0% (13) of the clients were unemployed, 26.9% (7) were employed part-time, and only 15.4% (4) were employed full-time (two cases were unknown). These data point out one of the problems ex-offenders face when they try to re-enter society: poor employment records. The poor economic condition of Alpha House residents becomes clearer when we note that 42.8% (11) of the clients were unskilled, 26.9% (7) were semi-skilled, and 30.8% (8) were skilled. Consequently, skilled job positions would be available to less than a third of the clients. Moreover, 92.0% (N=25) had to rely on themselves as their primary source of income, although only 12.0% were employed. This is only partially alleviated by the provision of basic survival needs by the project. Finally, 26.9% (7) of the clients reported minor financial problems at intake and 15.4% (4) reported major financial problems, yet none of these men were employed at intake.

Correctional History. The Alpha House program is designed to work with "hardcore" multiple offenders, i.e., men with two or more felony convictions and long histories of institutionalization. We noted earlier that one of the problems Alpha House has had is that some clients have been admitted even though they are not hardcore, multiple offenders. Although the number of gross misdemeanor and felony convictions varies from one to nine and the mean

number is 3.4 convictions, 19.2% (5) of the residents had only one conviction. Thus, 19.2% of the clients did not meet the first criterion of admission.

The number of arrests as adults varied from 1 to 97, with a mean number of 11.5 arrests (N=25). Alpha House residents were convicted of an average of 5.3 misdemeanors (N=25), although the number of misdemeanors varied from 0 to 35. Coupled with the gross misdemeanors and felonies, Alpha House residents had a mean number of 8.7 convictions as adults.

Most of the Alpha House residents did have long histories of institutionalization. The number of months spent as inmates in local jails and workhouses varied from 0 to 24, with a mean number of 7.0 months (N=24). Alpha House residents have spent an average of 55.3 months in adult correctional institutions; with a range from 12 months to 12 years. The range of months in adult institutions for their most recent criminal offenses is from 0 to more than 100 months with a mean number of 25.7 months (N=25). Total months spent in local jails and state institutions ranged from 13 to 152 months, with a mean number of 62.1 months (N=24). If we do not include the five clients who did not meet the admissions criterion for number of felonies, the mean number of months in institutions increases to 73.2 months (N=19). Of the Alpha House clients, 50.0% (13) were admitted to residency from the Minnesota State Prison at Stillwater, 38.5% (10) were admitted from the State Reformatory for Men at St. Cloud, 3.8% (1) from the Minneapolis Workhouse, and 7.7% (2) from other institutions.

With respect to their most recent conviction, 61.5% (16) of the Alpha House residents were convicted of one felony, 34.6% (9) of two felonies, and

3.8% (1) of three felonies. The most frequent primary offenses were robbery by 30.8% (8), burglary by 30.8% (8), and forgery or theft by check by 19.2% (5) of the client population. Table III shows the frequency of types of offense in terms of the primary offense and of the first two offenses for which Alpha House clients were convicted.

<u>LAST OFFENSES FOR WHICH ALPHA HOUSE CLIENTS WERE CONVICTED</u>				
Offense Type	Frequency As Primary Offense	Percent Of Primary Off. (N = 26)	Frequency For 1st And 2nd Offense	Percent For 1st & 2nd Off. (N = 36)
Burglary	8	30.8%	12	33.3%
Robbery	8	30.8	9	25.0
Forgery and Theft by Check	5	19.2	5	13.9
Homicide	2	7.7	2	5.6
Rape	1	3.8	2	5.6
Assault	1	3.8	2	5.6
Possession of Controlled Substances	1	3.8	1	2.8
Escape	0	---	1	2.8
Other Sex Offense	0	---	1	2.8
Larceny	0	---	1	2.8
TOTAL	26	99.9%	36	100.2%

3. Client Activities

When a client begins residency at Alpha House, he has already signed a

contract with Alpha House and the Department of Corrections which includes (i) Alpha House staff expectations of the client in return for services by the project, (ii) the client's expectations of Alpha House, (iii) Department of Corrections' expectations of the client on parole or work release, (iv) area to be worked on by the client while in Alpha House program, (v) the stipulation that the resident will not leave Alpha House without first consulting with the staff, and (vi) the ramifications of non-performance by any party to the contract. After the client has had a few days to adjust to Alpha House he begins working with the counselor and planning how he can achieve the goals in the contract.

Alpha House clients are referred to community resources for education, vocational skills testing and training, employment counseling and placement, drug or alcohol counseling or treatment and medical and mental health services. Although the importance of these services will vary for each individual, the project director thought the most important services were for (i) skills evaluation and job placement, (ii) medical treatment, and (iii) chemical dependency counseling. The following list shows the services provided by agencies serving Alpha House clients.

- A. EMPLOYMENT COUNSELING: H.I.R.E., Division of Vocational Rehabilitation, Vocational 916, Minneapolis Rehabilitation Center, Concentrated Employment Program, T.C.O.I.C., AMICUS.
- B. VOCATIONAL SKILLS TESTING AND TRAINING: Division of Vocational Rehabilitation, Dunwoody Institute, Vocational 916, Minneapolis Rehabilitation Center, Anoka Technical School, T.C.O.I.C., Brown Institute.
- C. DRUG AND ALCOHOL COUNSELING: Minneapolis Rehabilitation Center, Shoreview Treatment Center, Hennepin County General Hospital.

D. MEDICAL AND MENTAL HEALTH TREATMENT: Hennepin County Mental Health Center, Hennepin County General Hospital, Metropolitan Medical Center, University of Minnesota Hospitals.

E. EDUCATION: Antioch Communi-versity, Augsburg College - CHR Program, L.E.A.P., University of Minnesota, Metropolitan State Community College.

The main program activities in the house are individual and group counseling, which have been previously discussed. Residents are also responsible for the upkeep of the house and preparation of meals. With the exception of administration policies, residents and staff determine house policies and procedures. Individual responsibilities for in-house jobs are assigned weekly during House Council meetings.

G. PROJECT SERVICES

From November 5, 1972 through January 18, 1974, Alpha House had served 26 clients of whom 21 had completed residency at the facility. Alpha House has operated at capacity for approximately nine months during this period. Intake processing was closed after the first year of operation to review the project and initiate program changes.

To assess the project services we asked that the project record the most immediate needs of Alpha House clientele at the time of intake to residency. Of the most immediate needs of clients, most fall into four categories. Of the 21 former residents, 100.0% (21) required basic survival needs, 57.1% (12) required job counseling, referral or placement, 47.6% (10) required personal support, and 33.3% (7) required vocational training. Table IV shows the needs of Alpha House clients.

Need Description	Frequency	Percent (N=21)
Basic Survival Needs	21	100.0%
Job Counseling/Referral/Placement	12	57.1
Personal Support	10	47.6
Vocational Training	7	33.3
Alcohol Treatment/Counseling	5	23.8
Mental Health Treatment	4	19.0
Drug Treatment/Counseling	3	14.3
Medical/Dental Treatment	2	9.5
Family Counseling	1	4.8
Group Counseling	1	4.8

The program methodology of Alpha House involves treatment of these needs by project staff or by referral. Table V (displayed on following page) shows which services are provided by the staff and to which agencies clients have been referred for their most immediate needs.

Need	% In-Need	Project Services To Meet Needs	Referral Agency
Basic Survival Needs	100.0	Room and Board	
Job Counseling/Referral/Placement	57.1	Individual Counseling	H.I.R.E., T.C.O.I.C., DVR, MRC, CEP, AMICUS
Personal Support	47.6	Individual and Group Counseling	
Vocational Training	33.3		DVR, MRC, T.C.O.I.C., Dunwoody Institute, Anoka Tech. School, Vo - Tech 916
Alcohol Treatment/Counseling	23.8	Individual Counseling	MRC, Shoreview Treatment Center, Hennepin County Gen. Hospital
Mental Health Treatment	19.0	Individual Counseling	Hennepin Co. Mental Health Center, Henn. Co. General Hospital, U of M Hospitals
Drug Treatment/Counseling	14.3	Individual Counseling	MRC, Shoreview Treatment Center
Medical/Dental Treatment	9.5		Metropolitan Medical Center, Henn. Co. Gen. Hospital, U of M Hospitals
Family Counseling	4.8	Individual Counseling	
Group Counseling	4.8	Group Counseling	

One of the keys to assessing the efforts of the project is to determine whether clients receive services for those needs identified at intake as "immediate." For a project or agency may provide services to a client and yet

not serve the clients most immediate needs. Thus, to determine whether Alpha House clients receive the services they need, we cross-tabulated their most immediate needs with the services they received. Table VI shows the number of clients with a particular need and the number served for that need.

TABLE VI				
SERVICES RENDERED TO ALPHA HOUSE CLIENTELE (N = 21)				
Need Category	Most Immediate Need Of	Percent Of Population In Need	Number Served	Percent Of Population
Basic Survival Needs	21	100.0	21	100.0
Job Counseling/Referral/Placement	12	57.1	11	52.4
Personal Support	10	47.6	10	47.6
Vocational Training	7	33.3	0	---
Alcohol Treatment/Counseling	5	23.8	0	---
Mental Health Treatment	4	19.0	3	14.3
Drug Treatment/Counseling	3	14.3	0	---
Medical/Dental Treatment	2	9.5	2	9.5
Family Counseling	1	4.8	1	4.8
Group Counseling	1	4.8	3	14.3
Financial Counseling	0	---	2	9.5
Advocacy With Other Agencies	0	---	2	9.5
Recreation	0	---	1	4.8

These data show that Alpha House, through its own resources or through referrals, has done a good job in providing services to its clients for basic survival needs, job counseling/referral/placement, and personal support. They also indicate that little has been done for those requiring vocational training and chemical dependency counseling. However, part of this can be attributed to the data themselves. We know from other sources, e.g., quarterly progress reports, that clients have received vocational training and chemical dependency counseling. But the extent to which the data may be at fault is unknown. Consequently, we make two suggestions: First, that Alpha House make a more concerted effort to see that vocational training and chemical dependency counseling be provided to those clients who need these services. Second, that Alpha House improve its record keeping so the services which clients do receive can be documented.

Alpha House also services ex-offenders who are not regular clients on a "drop-in" basis. Alpha House serves approximately four drop-in clients per month. Most requests are for legal assistance, counseling referrals, and job placements. Such requests are handled by referrals to appropriate community agencies. Alpha House has also provided men with temporary placement in the residence and has housed inmates on furlough from institutions. The project also provides regular counseling to an inmate in the State Reformatory who will not become a resident. But this man is the only person who is not a client and receives regular counseling.

II. PRELIMINARY RESULTS

While Alpha House has not had enough clients to provide a basis for a full evaluation of the project, we can provide information on the preliminary results. These will consist of assessments of the client's success in the project, of their socio-economic status at termination from residence, and a review of the clients' immediate needs at termination.

A. PROGRAM SUCCESS

The first measure of the effects of the Alpha House program is a measure of the clients' success in the program. As was noted above, each client signs a contract with Alpha House and the Department of Corrections prior to intake to the residential facility. If a client completes the conditions of this contract, he is said to have successfully completed his residency. Of the 21 clients with whom we are concerned, 23.8% (5) successfully completed residency. Another 28.6% (6) were voluntarily terminated from the program. Voluntary terminations can occur for a number of reasons. The most frequent is that the client, his parole agent and Alpha House reach an agreement that a different placement would be more beneficial to the client. Table VII (displayed on following page) provides information on all terminations.

The reasons for termination provided in Table VII can be divided into two general groups: satisfactory reasons and unsatisfactory reasons. "Satisfactory" reasons for termination from residency include successful completion and voluntary termination. The other reasons for leaving are "unsatisfactory." On this terminology, 52.4% (11) of the Alpha House clients were

terminated for satisfactory reasons, while 47.6% (10) were terminated for unsatisfactory reasons.

TABLE VII			
<u>REASON FOR TERMINATION FROM RESIDENCY</u>			
Reason	Frequency	Percent (N = 21)	% Of Known (N = 20)
Successful Completion	5	23.8%	25.0%
Voluntary Termination	6	28.6	30.0
Lack of Cooperation/Poor Adjustment	3	14.3	15.0
Absconded	1	4.8	5.0
Rearrested	3	14.3	15.0
Convicted of a New Offense	1	4.8	5.0
Death	1	4.8	5.0
Unknown	1	4.8	5.0
TOTAL	21	100.2%	100.0%

One of the main differences between those who were released for satisfactory reasons and those released for unsatisfactory reasons is found in the activities of the clients. All eleven clients released for satisfactory reasons were employed: 81.8% (9) were employed full-time, 9.1% (1) were employed part-time, and 9.1% (1) were employed at odd jobs. Among those who were employed full-time, one was enrolled in college as a full-time student, one was working toward a G.E.D., and two were in vocational training programs. The one individual whose only employment was through odd jobs was also enrolled in a vocational training program. In contrast, of the ten clients released

for unsatisfactory reasons, only 30.0% (3) were employed full-time and 10.0% (1) were employed through odd jobs. Moreover, of the three men who were employed full-time, one absconded and one was rearrested and returned to a correctional institution. Consequently, only 10.0% (1) of the clients released for unsatisfactory reasons were employed full-time following termination of residence at Alpha House. None of the clients released for unsatisfactory reasons were enrolled in academic or vocational training programs. Consequently, it appears that those clients actively engaged in employment, academic or vocational training programs are more likely to be successful in the Alpha House project.

We had thought that the clients' activities could be a function of the amount of time the client spent in Alpha House. That is, the longer a client was in Alpha House the more likely it was that he would be employed or enrolled in an educational or vocational training program. However, we found that for the clients released for satisfactory reasons, the average length of residency was 69.3 days (N = 11). But for those clients released for unsatisfactory reasons, the average length of residency was 127.9 days (N=10). Consequently, we must reject the hypothesis that a client's activities are a function of the time spent in the project.

The reason for termination from the project is not the only measure of program success. In addition to helping clients overcome problems of readjusting to non-institutional society, Alpha House aims to help clients avoid returning to illegal activity and to correctional institutions. Thus, another measure of in-program success is a measure of the legal dispositions against

Alpha House clients. Table VIII presents the most severe dispositions against Alpha House clients.

TABLE VIII DISPOSITIONS OF FORMER ALPHA HOUSE CLIENTS		
Disposition	Frequency	Percent Of Clients (N = 21)
No Disposition	14	66.7%
Arrest and Release	1	4.8
Awaiting Trial or Sentence on a Felony	2	9.5
Death by Overdose	1	4.8
Parolee at Large, Techni- cal Violator	1	4.8
Returned to Correctional Institution With New Term	1	4.8
Returned to Correctional In- stitution to Finish Term	1	4.8
TOTAL	21	100.2%

As Table VIII shows, 66.7% (14) of the Alpha House clients have no known legal dispositions recorded at termination from residency. Since a major goal of this program is to reduce recidivism in terms of returns to correctional institutions and new felony offenses, we can classify as "successes" under this criterion those with no dispositions or with arrest and release. The other five classes of dispositions will be classified as "failures."*

*This distinction follows that of the developers of the scale. See Kas-
sebaum, Ward and Wilner, Prison Treatment and Parole Survival: An Empirical
Assessment.

Under our criteria for "success" and "failure," 71.4% (15) of the Alpha House clients are successes and 28.6% (6) are failures. We should note, however, that this measure applies to a client's status immediately following termination. It is a measure of the extent to which clients' illegal behavior is controlled while they are in the program.

Of the eleven clients released for satisfactory reasons, 100.0% had no dispositions recorded and are classified as successes on this criterion. But only 30.0% (3) of those released for unsatisfactory reasons had no dispositions. Ten percent (1) were arrested and released with no further disposition. Consequently, of those released for unsatisfactory reasons, 60.0% (6) are failures and 40.0% (4) are successes on this criterion. None of those released for satisfactory reasons was arrested while in the project. But among those released for unsatisfactory reasons, 10.0% (1) were arrested once and 30.0% (3) were arrested twice while they were at Alpha House.

B. SOCIO-ECONOMIC CHARACTERISTICS

Because most of the clients at Alpha House were residents for a relatively short time, most of the socio-economic characteristics show little change between intake and termination. Consequently, we will be concerned here only with those variables that do show change.

Of the 21 clients terminated from residency, 14.3% (3) were placed in the county jail or a state correctional institution. This is a reduction from 85.7% (18) who were released from correctional institutions to the project. However, the whereabouts of two other clients was unknown and one client had

died. Consequently, 28.6% (6) of the clients had unsatisfactory placements, while 71.4% (15) had satisfactory placements. Again, 100.0% (11) of those clients released for satisfactory reasons had satisfactory residential placements after leaving Alpha House, whereas 40.0% (4) of those released for unsatisfactory reasons had such placements.

We have already noted that there were major changes in the employment status of Alpha House clients. At intake to residency, only 9.5% (2) of the 21 clients were employed either full-time or part-time and 90.5% (19) were unemployed. But at termination from residency, 61.9% (13) were employed full- or part-time and 38.1% were still unemployed. Thus, employment counseling, either by the staff or through referral, has been effective in helping Alpha House clients find job placements.

No significant changes were found for other socio-economic variables such as occupational skill level, academic grade level, financial problems, and vocational training. This can be attributed to a combination of two factors: (i) few Alpha House clients have enrolled in academic or vocational training programs and (ii) those who have enrolled have not been in the program long enough to show much of a change in academic level and vocational skills.

C. NEEDS AT TERMINATION

As was noted earlier, one of the major efforts of Alpha House is to provide those services which clients need most, either in the project or by referring clients to community agencies. The effectiveness of these services

can be partially determined by seeing whether there are any changes in the client's needs between intake and termination. Table IX (displayed on the following page) presents a comparison of intake and termination needs of the 21 former residents. One of the problems with the data in Table IX is that the needs of 28.6% (6) of the clients were not known at termination. This is due to the fact that the data collection forms for termination were implemented after some clients had completed residency.

One of the first points to be made about the data in Table IX is that 23.8% (5) of the 21 former clients had no identifiable needs at termination from residency, although 100.0% (21) had one or more needs at intake. Although the number of cases with unknown needs makes interpretation difficult, we can point out some changes among the needs. For example, while 100.0% (21) of the clients had basic survival needs at intake, only 6.7% (1) of the known cases had basic survival needs at termination. Of the known cases, 13.3% (2) needed job counseling, placement or referral at termination, while 57.1% (12) had this need at intake. However, of the six unknown cases, five needed job counseling, referral or placement. Consequently, the reduction may be only from 33.3% (7 of the 15 known cases) to 13.3%, instead of from 57.1% (12 of all cases) to 13.3%. Because the number of unknown cases is large relative to the number of needs for the other types of needs, we cannot determine whether the reductions shown in Table IX are real.

Need	INTAKE		TERMINATION		% Of Known (N = 15)
	Frequency	% (N = 21)	Frequency	% (N = 21)	
Basic Survival Needs	21	100.0%	1	4.8%	6.7%
Job Counseling/Referral/Placement	12	57.1	2	9.5	13.3
Personal Support	10	47.6	5	23.8	33.3
Vocational Train.	7	33.3	1	4.8	6.7
Alcohol Treatment/Counseling	5	23.8	1	4.8	6.7
Mental Health Treatment	4	19.0	2	9.5	13.3
Drug Treatment/Counseling	3	14.3	2	9.5	13.3
Medical/Dental Treatment	2	9.5	0	---	---
Family Counseling	1	4.8	1	4.8	6.7
Group Counseling	1	4.8	0	---	---
Diagnostic Services	0	---	1	4.8	6.7
No Identifiable Needs	0	---	5	23.8	33.3
Dead-No Needs	0	---	1	4.8	6.7
Needs Unknown	0	---	6	28.6	---

D. COMPARISON OF SUCCESSES AND FAILURES

We have noted some differences between those who left Alpha House for

satisfactory reasons and those who left for unsatisfactory reasons, particularly with respect to employment and legal dispositions. But these comparisons were in terms of outcomes. We were also interested in whether there were any differences between the two groups in terms of the characteristics they had when they entered Alpha House. We found that there were no variations between the two groups in terms of their demographic and socio-economic characteristics.

However, we did find differences in their correctional histories. It is important to keep in mind that Alpha House is supposed to serve men with two or more felony convictions and long histories of incarceration. We found that among the successful clients, the number of gross misdemeanor and felony convictions ranged from one to nine, with a mean of 3.6 and a median of three convictions. Among the program failures, however, the mean number of gross misdemeanor and felony convictions was 2.5 and the median was two convictions.

In terms of length of incarceration, the total number of months spent in institutions ranged from 12 to 120 months, with an average of 51.4 months. The number of months successful clients spent in institutions for their most recent convictions ranged from 9 to 42 months with an average of 25.6 months. Among unsuccessful clients, the total number of months in institutions ranged from 15 to 144, with an average of 43.2 months. However, the man who spent 144 months in institutions was incarcerated almost twice as much as any other client in this group. If we discount this case as anomalous, the average for unsuccessful clients is 32.0 months. The average time served for the most recent conviction of the unsuccessful clients was 26.6 months, with a

range of 6 to over 100 months. Again, one client in this group spent approximately three times the months in institutions as any other client. When we discount this case, the average for the unsuccessful clients becomes 16.1 months.

Thus, Alpha House appears to be more successful with those clients who are multiple offenders as adults and have long histories of institutionalization. That is, Alpha House is more successful with those clients who fit its selection criterion relative to correctional history. But the average age of successful clients was 26.6 years and for unsuccessful clients the average was 26.5 years. Consequently, the differences in correctional history cannot be accounted for by age differences.

E. COST ANALYSIS

To provide an estimate of the cost of Alpha House, we have chosen the period of December 1, 1972 through November 30, 1973. This was the first full year during which Alpha House received clients. To arrive at an estimate of the cost, we have used the total funds expended minus monies expended for construction and equipment, because the latter are normally one-time expenses. On the basis of this formula, Alpha House expended \$50,048.72 of LEAA funds and \$5,232.42 of state and local monies. Thus, the baseline expenditures for determining the cost per client for December 1, 1972 through November 30, 1973 was \$55,281.14. During this period the 26 clients spent a total of 2,916 days in residence at Alpha House. Consequently, the cost per client per day for this period was \$18.96. This is equivalent to a cost of \$6,920.40 per client per year.

III. PROJECT SUMMARY: PROGRESS TOWARD OBJECTIVES

One way to measure the progress of Alpha House is to determine how well the project is proceeding toward its objectives. As was noted earlier, Alpha House was funded with eleven objectives. Let us review these objectives and the progress made toward achieving them.

The first objective was "To establish a community-based transitional facility which provides residential accommodations in a democratic group setting for multiple offenders on release from an institution." The existence of Alpha House and its democratic House Council effectively achieves this objective. Although the program is designed for multiple offenders, our data shows that five of the first twenty-six clients had only one conviction for a gross misdemeanor or felony. That these clients were admitted to the program is due to the original screening process which was not as thorough as Alpha House thought it would be. The screening process described earlier in this report has replaced the original process and should allow Alpha House to admit only multiple offenders.

The second objective was "To create a positive preventive return facility," that is, a facility which would help clients avoid returning to the prison or reformatory for either parole violations or new offenses. Although Alpha House had hoped for a zero return rate, the project did set a twenty percent rate as an upper limit before a thorough re-examination of the program should be undertaken. According to our criteria for "success" and "failure" relative to legal dispositions, 28.6% of the 21 former clients were failures in the Alpha House program. Consequently, Alpha House did not reach

its twenty percent limit during its first year with residents. However, the re-examination of the Alpha House program was made and some programmatic changes have been implemented. A complete description of the new program is presented in the grant application for third year funds.

The third objective was "To provide a job or vocational placement to every resident of the house, specifically 48 men per year." The first obstacle Alpha House faced in achieving this objective was that only 26 men were accepted as clients from November, 1972 through January, 1974. Moreover, of the 21 men who completed the program, 57.1% (12) were employed full-time, 4.8% (1) part-time, 9.5% (2) irregularly at odd jobs, and 28.6% (6) were unemployed. Those enrolled in vocational or academic programs were among those who were employed. Thus, of the 21 clients, only 71.4% (15) satisfy this objective. Of the employment, training and academic activities, Alpha House seems to have placed the most emphasis on employment -- in some cases over-emphasizing employment to the point where a client would accept an inappropriate job. More training program opportunities for Alpha House clients should be explored because 42.8% (11 of 26) of the clients are unskilled.

The fourth objective was "To demonstrate that a democratic home setting for parolees and men on work release can be an effective model for the development of individual responsibility." Alpha House thought the use of a democratic House Council would provide an opportunity for their clients to begin accepting responsibilities and to consider the effects their decisions may have on others. The democratic House Council has not been as successful as was originally planned and some limitations on what the Council can determine have been instituted. But these limitations are minor and the project

plans to continue using the House Council. However, the effectiveness of this approach must be judged in part relative to the fact that only 52.4% (11) of 21 former clients were released from the program for "satisfactory" reasons, while 47.6% (10) were released for "unsatisfactory" reasons. Thus, this approach may be effective with only roughly fifty percent of Alpha House clients.

Alpha House's fifth objective was "To provide counseling for personal family problems." Since the project began accepting clients, however, they found that this was inapplicable for most Alpha House clients. Only 7.7% (2 of 26) of the Alpha House clients were married at intake to the project. Although another 34.6% (9) were divorced or separated, their marriages were no longer viable. In many cases, either the client or his family were not interested in resolving their problems. Although Alpha House will continue to offer family counseling as needed, it will no longer be a part of the project's objectives. Alpha House has also initiated counseling for clients and their girlfriends as an alternative to family counseling.

The sixth objective was "To demonstrate that ex-offenders can effectively staff and administer the project." With the exception of the administrative assistant, all Alpha House staff members are ex-offenders. Indeed, one of the present staff members was trained as a counselor in the Minnesota State Prison and became an Alpha House resident upon his release from the institution. The achievement of this objective will ultimately depend on how well the project achieves its other objectives.

The seventh objective was "To create a program which will create quicker

release of men from the prisons." Whether this objective is being achieved is difficult to determine. However, one of the criteria for admission to Alpha House is that no alternative placements for clients are available. If we suppose that this criterion has been adhered to and that parole would not be granted without a living situation available, Alpha House appears to be accomplishing this objective.

The eighth objective was "To effectively promote community involvement in the rehabilitation of ex-offenders." The primary source of community involvement has come through the Alpha House Board of Directors. But Alpha House has not had as much success involving other elements of the community. The project, however, has become a member of the Lowry Hill East Association. Project staff think they might be more successful with involving ex-offenders in community affairs than they have been with involving the community in ex-offenders' affairs.

The ninth objective was "To make the transition more complete and lasting, Alpha House will provide the setting and the assistance ex-offenders need to: (a) help linkages and relationships with individuals or groups not directly involved in the criminal justice system, and (b) resolve, or at least work toward resolving, alienation from conventional society." This objective's achievement deals with the focus of the Alpha House program and will have to await final evaluation.

The tenth objective was "To establish an effective working relation with the Department of Corrections to facilitate pre-release orientation and move to Alpha House." The establishment of the new screening procedures in the Minnesota State Prison and the State Reformatory for Men have helped achieve this objective.

The final objective of Alpha House was "To establish relationships with community agencies in areas of education, vocational training, mental health, chemical dependency, and marriage and family counseling. We have seen that much progress has been made toward developing relationships with community agencies. Indeed, it appears that Alpha House has referral resources sufficient for its client population. However, with the exception of employment counseling, referral and placement, these agencies may not be used as much as may be beneficial for Alpha House clients.

During the period of December 1, 1972 through November 30, 1973, Alpha House spent a total of \$55,281.14 (not including construction and equipment costs). During this period the project provided 2,916 days of service to residents. Thus, the cost per client per day was \$18.96, with a yearly cost per client of \$6,920.40.

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