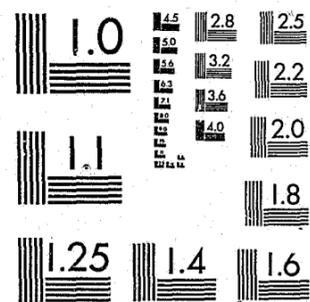


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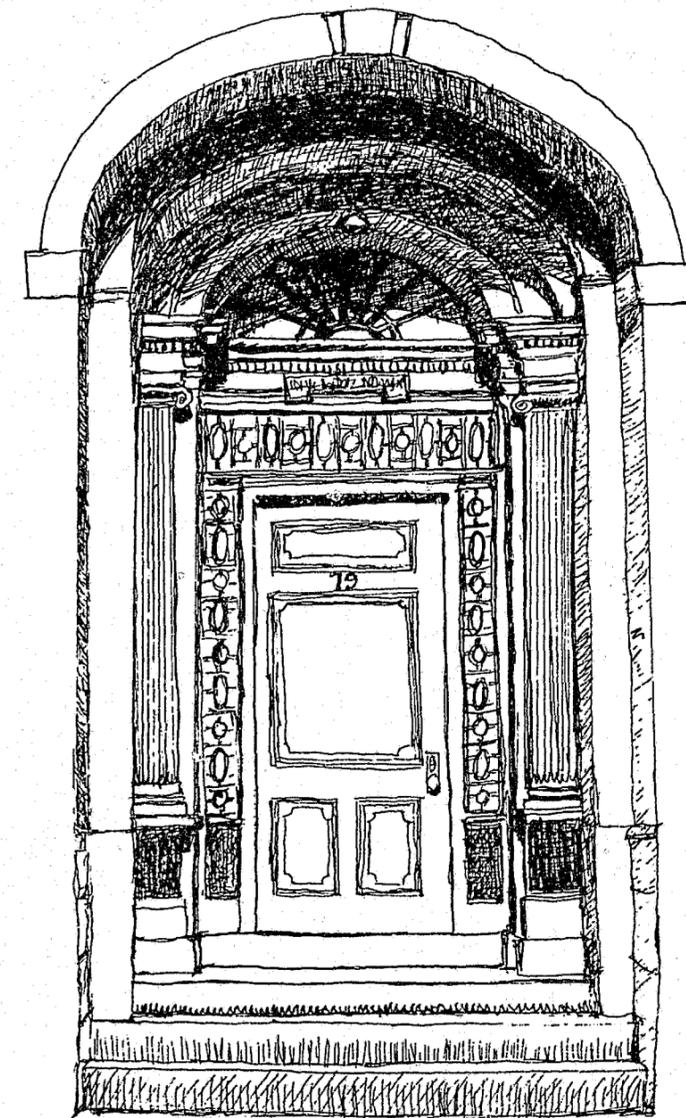
National Institute of Justice  
United States Department of Justice  
Washington, D. C. 20531

7-6-82

# MHJI ANNUAL REPORT 1980

*Fifteenth Anniversary*

77036



**MASSACHUSETTS  
HALF-WAY HOUSES,  
INCORPORATED**

*We must have courage  
to bet on our ideas,  
to take the calculated risk,  
and to act.  
Everyday living requires courage  
if life is to be effective  
and bring happiness.*

---Maxwell Maltz

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## REPORT OF THE PRESIDENT

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

I herewith submit my report as President of the Corporation for 1980.

Once again, the occasion of writing the annual report is a time to review and critically examine the extent of our success in providing services which will reclaim and redirect the lives of our clients. Employment is the single most important goal of the people we serve, not only for the financial rewards, but to provide self-esteem, occupation of time, association with co-workers, and the development of more socially acceptable role models. For people who have suffered the shattering humiliation and dislocation of incarceration, it is particularly difficult and important to rebuild useful styles of life, including the employment which occupies so much of our time. For this reason, one of the key elements of all MHHI programs is to help the client to obtain a job, and for this reason also, the Boston Employment Resource Center is one of the most important new concepts in our field.

Boston Employment Resource Center is a new facility designed to reduce the time, travel and frustration normally involved in dealing with diverse separate agencies by bringing their representatives under one roof; providing at a single location aptitude testing, job training, job search assistance, temporary economic aid, skills assessment and the like. The people providing these services come from many different public and private agencies, under the coordination of MHHI. It is a very desirable aspect of the program that so many different people can work together harmoniously toward a common goal.

Actually, Boston Employment Resource Center is only part of our job search effort, as all the programs in which ex-offenders are enrolled require the acquisition of a job as part of successful completion. Most of the program counsellors and staff are active in helping the resident to analyze employment opportunities and capitalize on strengths to enhance attractiveness to potential employers.

Massachusetts Half-Way Houses, Incorporated continues as a leader in training, with new contracts and training sessions for others in community-based corrections. These services include institutes, workshops, training advice, conferences, newsletters, technical assistance and so forth. These programs extend the work of MHHI far beyond the actual residential programs we operate, and at the same time, they are successful because of the national recognition accorded MHHI.

As you may know, Executive Director J. Bryan Riley, recently completed his second year in the Chair of the American Correctional Association Program Planning Committee for the annual conference held in San Diego last August. In partial recognition of his accomplishments in that role, as in others, Bryan was subsequently elected to the ACA Board of Governors. This recognition helps to build our reputation and enable us to even further provide the wider ranging training which expands our influence and philosophy far beyond the borders of Boston and our residential programs.

In order to enhance efficiency and close financial control, Massachusetts Half-Way Houses, Inc. bought a small computer to replace the leased time operation previously used. The additional flexibility and available time allows, for example, each program manager to obtain monthly comparisons of actual financial expenses against budgets to prevent the unexpected cost overruns which have caused such problems elsewhere. At least partially in recognition of such careful control and conservative accounting policies, MHHI contracts continue to increase and expand, with total corporate income increasing by 32% and exceeding two million dollars for the first time. With these resources, we hope to provide the best of services to an ever increasing number of clients in our various programs.

Last year we faced a new state administration and this year, a new federal administration is taking office. As we continued to work well with the state, so we feel that our philosophy of providing the best of service at lowest possible cost to the taxpayer will prove popular with the new federal officials, and our service to residents from federal institutions should increase in the next few years. With the emphasis on saving money which is now heard from Washington, we can provide a very attractive alternative to traditional correctional costs.

As always, it is vital to remember our devoted and dedicated staff, without whose tireless efforts none of this would be possible. Too many people have made substantial contributions to mention them all by name, but I would like particularly to recognize the volunteers who freely give so much of themselves, bringing new ideas and a human compassion to our work which is most refreshing in a world too prone to cynical acceptance of the status quo. On behalf of the Board of Directors, as well as myself, I heartily thank the volunteers who bring so much help and support to Massachusetts Half-Way Houses, Inc.

Respectfully submitted,



Robert O. Boardman  
President

## REPORT OF THE EXECUTIVE DIRECTOR

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

I herewith submit my report as the Executive Director for 1980.

It is with a great deal of personal satisfaction, and thanks to countless individuals over the years, that I present this *15th Anniversary* report. Today, MHHI has the largest and oldest community corrections program in New England. I would like to share with you some of our rich history on this important anniversary.

Massachusetts Half-Way Houses, Inc. is a private, not-for-profit corporation formed in 1964. The Corporation is an outgrowth of discussions and meetings which began in 1961 among inmates of the Massachusetts Correctional Institution at Walpole, and concerned citizens involved in Chaplain Robert Burt's Volunteerism program. The original corporate members were: Daniel J. Finn, Sidney G. Menk, John V. Driscoll, S.J., Albert Danielson, Erwin D. Canham, Reuben L. Lurie, Endicott Peabody, Francis C. Gray, John A. Volpe, Anson Phelps Stokes, Jr., Rev. Robert Burt, Edward O. Proctor, Jr., Bernard J. Pearson, Harry H. Fienman, Ray G. Goodman, Kenneth Lloyd Garrison, John W. Frenning, George F. McGrath, Howard T. Joslyn and Joseph M. Ambrose. We will always owe these dedicated and farsighted individuals a debt of gratitude for their perseverance and courage in creating MHHI.

In July, 1965, I was hired as the Executive Director and first employee. Our immediate tasks were to develop a program model, raise the necessary funds to implement the program, locate a facility, establish program acceptance by the various criminal justice agencies, and, most importantly, educate and convince the inmates in institutions to voluntarily participate in the program.

By the end of our first year, August, 1966, we had: rented and moved into the top three (3) floors of Brooke House with a fifteen (15) bed program; served thirty-one (31) residents, hired a second full-time employee, signed the first contract in New England with the Federal Bureau of Prisons to provide reintegration services for pre-release federal prisoners; developed an extensive volunteer program for 24 hour program coverage and community resource development; and, all of this on a budget of approximately \$35,000.00. I believe the fact that MHHI is an outgrowth of this inmate and citizen partnership, with a reliance on volunteers (and primarily privately funded for the first five [5] years), is what shaped us into the creative and effective agency we have become today.

*Brooke House received its first resident from MCI Concord on November 17, 1965. This resident was a parolee who successfully completed the program and today he is married, raising a family, gainfully employed, has remained crime-free, and is a contributing member of society. He contacts MHHI once or twice a year to say "hello" and express his thanks!*

Over the years, MHHI continued to develop services to meet the needs of ex-offenders, and help them to help themselves. The following outlines some of the highlights over the years:

- 1968: Brooke House was purchased  
MHHI opened the first federally chartered credit union for ex-offenders  
81 residents served  
First effectiveness study completed showing 30% decrease in recidivism for Brooke House graduates
- 1969: Massachusetts Rehabilitation Commission service agreement signed  
Brooke House expanded to 25 resident capacity  
Fourth full-time staff member added  
91 residents served  
First budget over \$100,000
- 1970: First contract with a state agency - MA Parole Board Project Overcome opened in our second facility
- 1971: Brooke House became a multi-service center:  
a.) expanded to 30 resident capacity  
b.) added a 5 bed Temporary Housing Program  
c.) contracted with the MA Division of Employment Security to operate an employment Center for exoffenders at the facility  
d.) added a Drop-in Center for exoffenders' leisure time needs.  
209 residents served  
First budget over \$200,000
- 1972: Governor Francis Sargent held a conference at Brooke House to announce the proposed *Community Corrections Act* (now Public Law, Chapter 777). Governor Sargent stated:  
  
*"There is no more fitting place to announce it than here at Brooke House...It is on this model that I would hope that we can base our community-based system."*  
  
First contract with the MA Department of Correction signed for 30 beds  
Coolidge House purchased  
Boston Offender Services Project opened  
338 clients served
- 1973: Coolidge House opened as a 30 bed program  
Federal contract expanded to include court diversion cases  
Regional Workshop on halfway house management implemented

Charles Street Jail and several municipal courts began releasing people to MHHI  
663 clients served

- 1974: Department of Correction contract amended to allow state pre-release residents to participate in MHHI programs
- 1975: 699 House opened as a 15 bed program under a joint venture of the MA Department of Correction and the MA Parole Board  
Temporary Housing Program moved to Coolidge House and expanded to 18 beds  
Brooke House became coed, added 5 beds for women residents  
First time state money was granted to MA Department of Correction for pre-release purchase-of-service from the private sector  
577 House opened as a 20 bed program under a joint venture of the MA Department of Correction and the Boston Penal Institutions Department
- 1976: Contract with the Boston Employment and Economic Policy Administration for 15 pre-release beds; vocational training for 18 people; and, funding to purchase specialized drug and alcohol residential services for 10 Deer Island inmates  
BOSP expanded to provide pre-release resident programs for 19 Deer Island inmates
- 1977: Joseph M. Ambrose House opened as a 12 bed program for juveniles  
Contracted to train the Essex County House of Correction work release staff  
Mr. Toru Yamaguchi of Japan spent six (6) weeks at MHHI to observe our programs, at the request of the U.S. Government  
Recidivism study showed a 94% success rate for MHHI residents one year after program completion (study done by the MA Department of Correction)
- 1978: Juvenile Justice Management Training program initiated  
American Correctional Association's highest honor (the E.R. Cass Award) presented to Board member, Henry J. Mascarello  
1,373 clients served (first time figure exceeded 1000)
- 1979: Probation Residential Program opened as a 20 bed, coed facility serving Suffolk County Courts as an alternative to incarceration for probation violators

Boston Employment Resource Center opened to provide vocational assessment, vocational training placement and job placement for adult and juvenile offenders in Boston

Juvenile Justice Management Training expanded to provide a delinquency prevention training program

Over 1,900 clients served  
MHHI's first two million dollar budget

1980: Department of Correction contract expanded to 61 beds  
Department of Youth Services contract to provide rehabilitation services at one of their secure treatment facilities

National Institute of Justice grant awarded to expand the Boston ERC and conduct research of the impact of their services as a means of reducing recidivism; chosen as one of three test sites in the U.S.

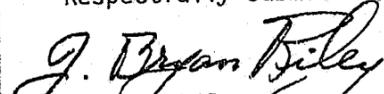
MHHI comprised of: 75 full-time positions; 46 volunteers  
Recidivism follow-up study shows 88% of all MHHI graduates still successful one year after completing the program  
Over 3,500 clients served - an 84% increase from 1979

As is readily observed, the last fifteen (15) years have been rich with the creative development of services and a broadening of relationships and acceptance by the criminal justice community. The program reports which follow explain in depth, the services and achievements of our programs.

The immediate future remains cloudy because of events beyond our control. The impact of Proposition 2½, as well as the outcome of the numerous legislative proposals for mandatory sentencing will determine the parameters of our activities. However, MHHI will continue to strive to meet the needs of ex-offenders in the most efficient and effective ways possible. We are committed to helping cope with the complex issues of crime, prison overcrowding, and helping people to develop rewarding and constructive lifestyles, in partnership with other public and private agencies in corrections. Lastly, we renew our pledge to provide responsible programs with compassion and integrity.

MHHI will continue to need support and assistance. The first fifteen (15) years have been exciting and remarkable. I feel the record of accomplishments stands as a tribute to the faith of everyone involved with MHHI over the years. As we move forward in the 80's, MHHI needs to broaden its constituency in order to maintain its position as an effective innovator in community corrections.

Respectfully submitted,

  
J. Bryan Riley  
Executive Director

## REPORT OF THE FISCAL DIRECTOR

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

I herewith submit my report as the Fiscal Director for the year 1980.

For the first time in over sixty years, inflation has exceeded ten percent for two years running; 1980 ended with an inflation rate of 12.4%. It may seem hard to believe, but things could have been worse. For the first quarter of 1980, inflation was soaring at an annual rate of 18.1%.

In an attempt to slow rising prices, the Federal Reserve tightened the money supply and imposed credit controls in March. This action did not have an immediate effect because the prime rate climbed to 20% in April. By then we had started on our economic merry-go-round: inflation dropped to an annual rate of 7.3% during June, July and August; the Federal Reserve eased the control of the money supply; the prime rate tumbled to 11% in July; inflation soared to an annual rate of 12.6% during September, October and November; the Federal Reserve tightened the money supply; and to end the year, the prime rate climbed to a record breaking 21.5%.

MHHI did not escape inflation's grasp, especially in the area of "Fuel and Utilities". Steps had been taken in 1979 to offset the continuing rise in energy costs and were continued in 1980; but even after lowering thermostats and water heaters, caulking and insulating, and replacing boilers (699 House in 1979 and 577 House and Coolidge House in 1980), our cost of energy increased by 46%.

The economic outlook for 1981 appears to be more of the same. While federal authorities predicted that inflation would continue at about 12.5%, we are entering the year at a 13.4% pace. While some costs are expected to fall later this year, large gains in food and energy prices will probably keep inflation at current levels.

Through improved cost control efforts by all staff members, MHHI has been able to stay within its budget. According to our audit for fiscal year 1980 (July 1, 1979 through June 30, 1980), our financial position is sound. Total assets are up 20.7%, and although total liabilities are up 10.6%, our fund balance has increased by 23.6%. Also, through these management efforts, we were able to negotiate a contract with the Department of Correction and the Massachusetts Parole Board for an additional thirteen resident beds, at an average annualized reduction of \$283 per bed.

In the past, slowness in the collection of accounts receivable has been an ongoing problem. It continues to be so, but on a smaller scale. At the end of fiscal year 1980, receivables only increased by 10.3% over the previous year, despite an expanded budget of 27%. One encouraging sign is that by December, 1980, receivables decreased by 20%. Even with this decrease, we still have 20% of our annual budget tied up each month in accounts receivables, necessitating daily monitoring of our cash flow position.

The following steps have been taken to reduce the delays in the collections of receivables:

- Negotiations completed with the Department of Correction and the Massachusetts Parole Board to pay our monthly invoices within five days after submission
- negotiations completed with the Department of Youth Services for the same type of alternative payments
- advanced payments received for services provided by the Juvenile Justice Management Training Program
- advanced payments to be received for services provided under contract with the National Institute of Justice.

Following this Report are two "pie charts"; the first entitled "Fiscal Year 1980 Income & Expenses" and the second entitled, "Fiscal Year 1980 Expenses by Program". Since this is the first time we have incorporated charts and graphs, explanations and highlights will be presented.

On the chart Where it Comes From, is the percentage for insurance proceeds. The claim for the fire at Coolidge House in August, 1978, was finally settled one year afterwards. The proceeds for that claim are therefore reflected in the fiscal year 1980 revenues. (Expenses were charged in 1979.)

While it appears as only 3.5% of total revenues, resident rent plays a major role in the overall programmatic philosophy of MHHI -- residents are taught not only how to budget their wages, but how to take responsibility for them as well. Resident rent is used to offset the cash lag which is generated on cost-reimbursable contracts, to provide for major facility renovations, to provide start-up money for new programs and to offset corporate office salaries and expenses. Rent is paid to the corporation in one of two ways, either by cash payments or by "rent work offs" (performing details in the facility to which the resident is assigned).

Cash payments are on a sliding fee scale, based on the resident's weekly take home pay and the net of any court-ordered payments (e.g.; restitution or family obligations). Any differences in what a resident has to pay in accordance with that scale is made up by weekly rent work off assignments. Since it is the responsibility of the project directors and their staffs to collect rent, they should be congratulated for an excellent job. During fiscal year 1980, cash collected increased by 93.7%.

There is one other item on the pie charts that is noteworthy; out of total expenditures of just under two million dollars, only 1.1% is attributable to the Corporate Office. In other words, MHHI spends 98.9% of its budget to operate its programs.

Even though the full effects of Proposition 2 1/2 won't be felt until midway through 1981, we experienced some of our first cutbacks in July. At that time, we were informed by the Penal Institutions Department that, due to budget cuts,

we could not be funded at the previous year's level, but would have to absorb a 35% cut in funding for services provided at BOSP and 577 House. A 35% cut is not easy to take, but after numerous cups of coffee and many worn out pencils, a budget was arrived at that was as fair as possible to both staff and the clients they serve.

MHHI has just completed its fifteenth year of operations. During this time there have been only two years when expenses have exceeded revenues. Gone are the days when financial records consisted of shoe boxes that held the justifications for every receipt and expenditure. Now we are in the age of the computer.

For the past few years, our general ledger and payroll have been computerized through a service bureau. In January of 1980, we accepted delivery of our own computer, a Durango F-85. This computer enables us to provide the project directors with timely information on expenditures and their programs, as well as to provide management with the necessary tools to avoid contract overruns. During 1981 we will expand the use of the computer to include other management information reports, as well as a word processing capability.

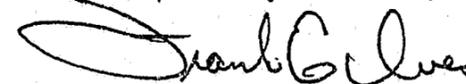
Attached are graphs depicting revenues and expenditures for our first fifteen years of operations. (Year twelve is not as bad as it first appears -- that's the year we changed our basis of accounting from a calendar year to a fiscal year; therefore, it only represents six months of operations.) To put the corporation's growth into the proper perspective, consider the following. If during 1980 we were only able to raise, through various sources, the same amount of funds we did during our first year of existence, that money would cover less than one week's current expenses.

The coming year will bring new and different challenges. We will have to meet the challenges presented by inflation, higher food and energy costs, increased labor costs, and substantial increases in facility maintenance costs. Also, we will learn what effects Proposition 2 1/2 will have. If history is any indication, MHHI will be able to meet the challenges.

In February, Chava Abrams joined the fiscal department as a Grant Manager. At that time the department consisted of two Grant Managers, a Bookkeeper/Clerk, an Accountant, and a Secretary/Receptionist. Because of staff transition, the department was reorganized in July. One Grant Manager position was deleted and another Bookkeeper/Clerk position was created. The two Bookkeeper/Clerks now report to Chava Abrams, Grant Manager. Chava and her staff are responsible for the day-to-day transactions of the department and are an integral part of the department's cost control efforts.

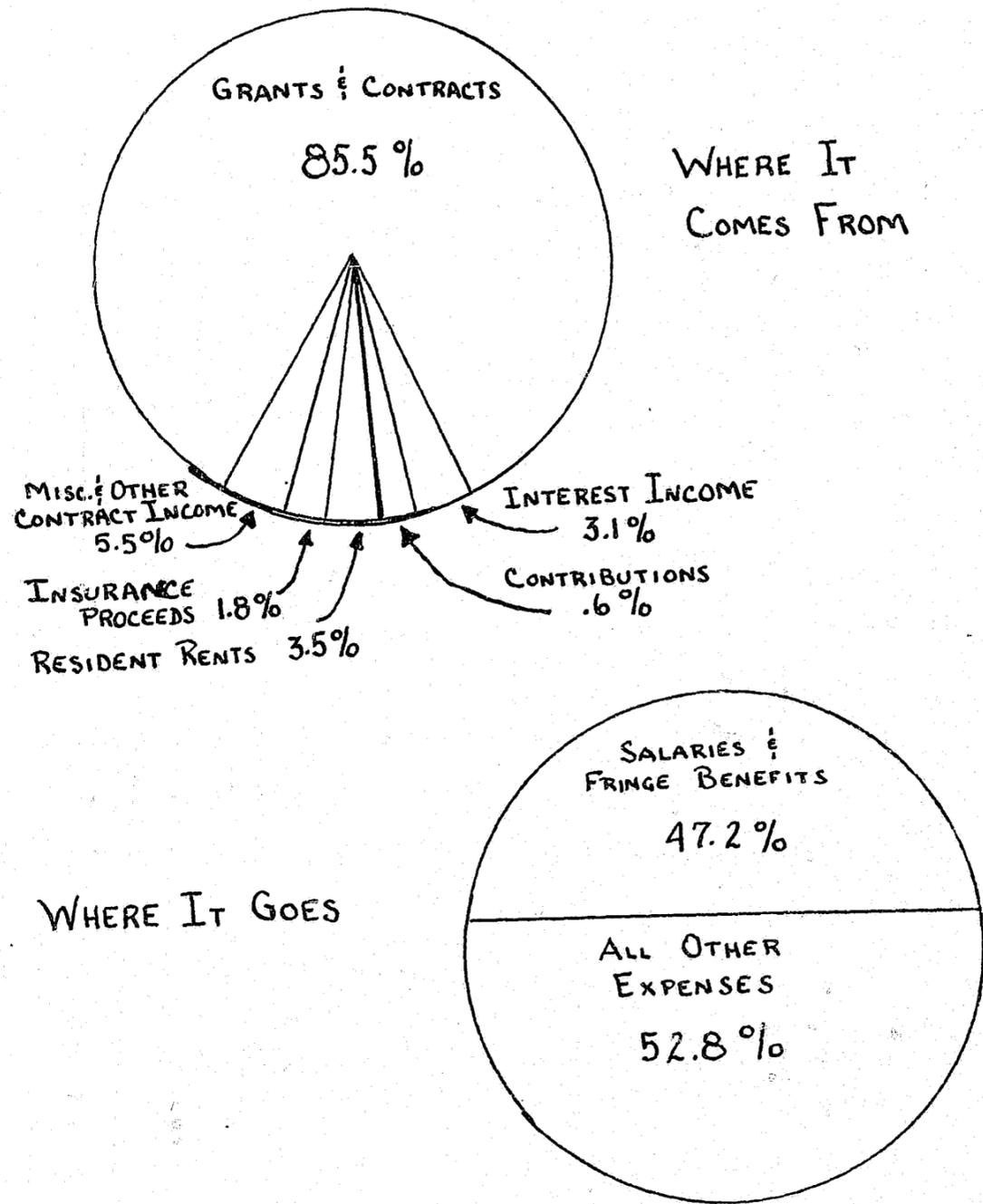
In closing, I'd like to pay tribute to a former colleague. On June 13th, MHHI lost a friend and long-time employee in Helen Tucker. Helen joined us in April, 1974, under a contract with Welfare's WIN Program. She started as the Corporate Office Receptionist, and through dedication and hard work, she advanced to Grant Manager in the fiscal department. Her passing was a shock -- her humor, support and compassion will be missed by all of us. Helen's tremendous progress in spite of many obstacles brings us pride, which lessens our sadness. Peace be with you, Helen.

Respectfully submitted,

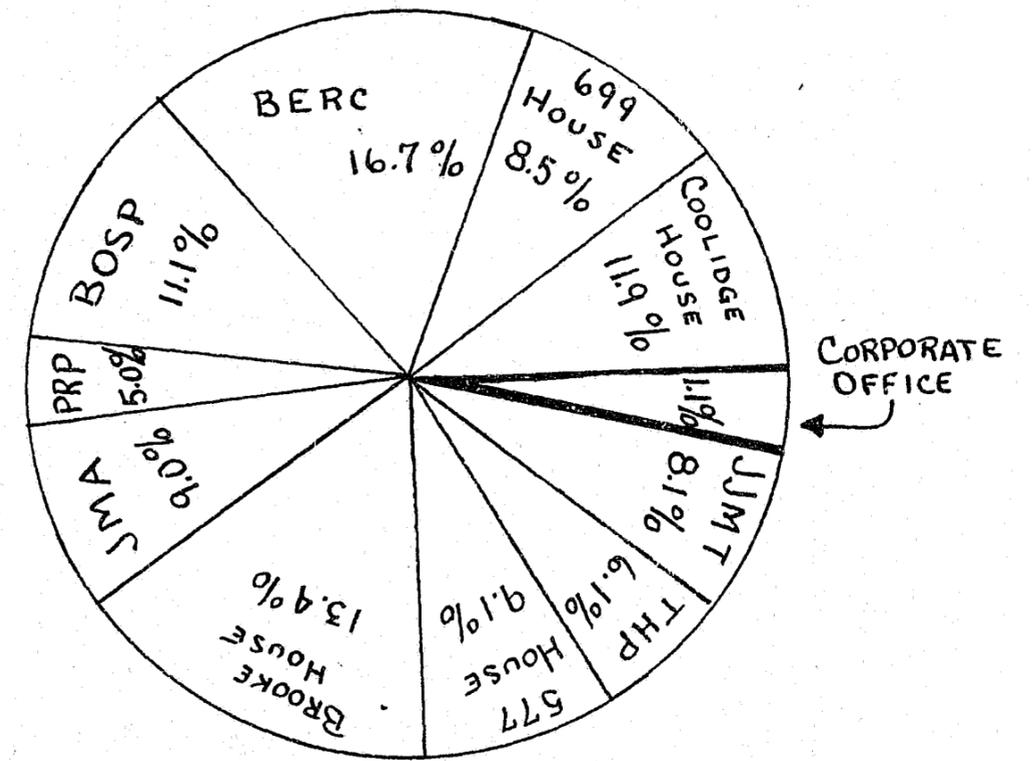


Frank E. Ives  
Fiscal Director

# FISCAL YEAR 1980 INCOME & EXPENSES

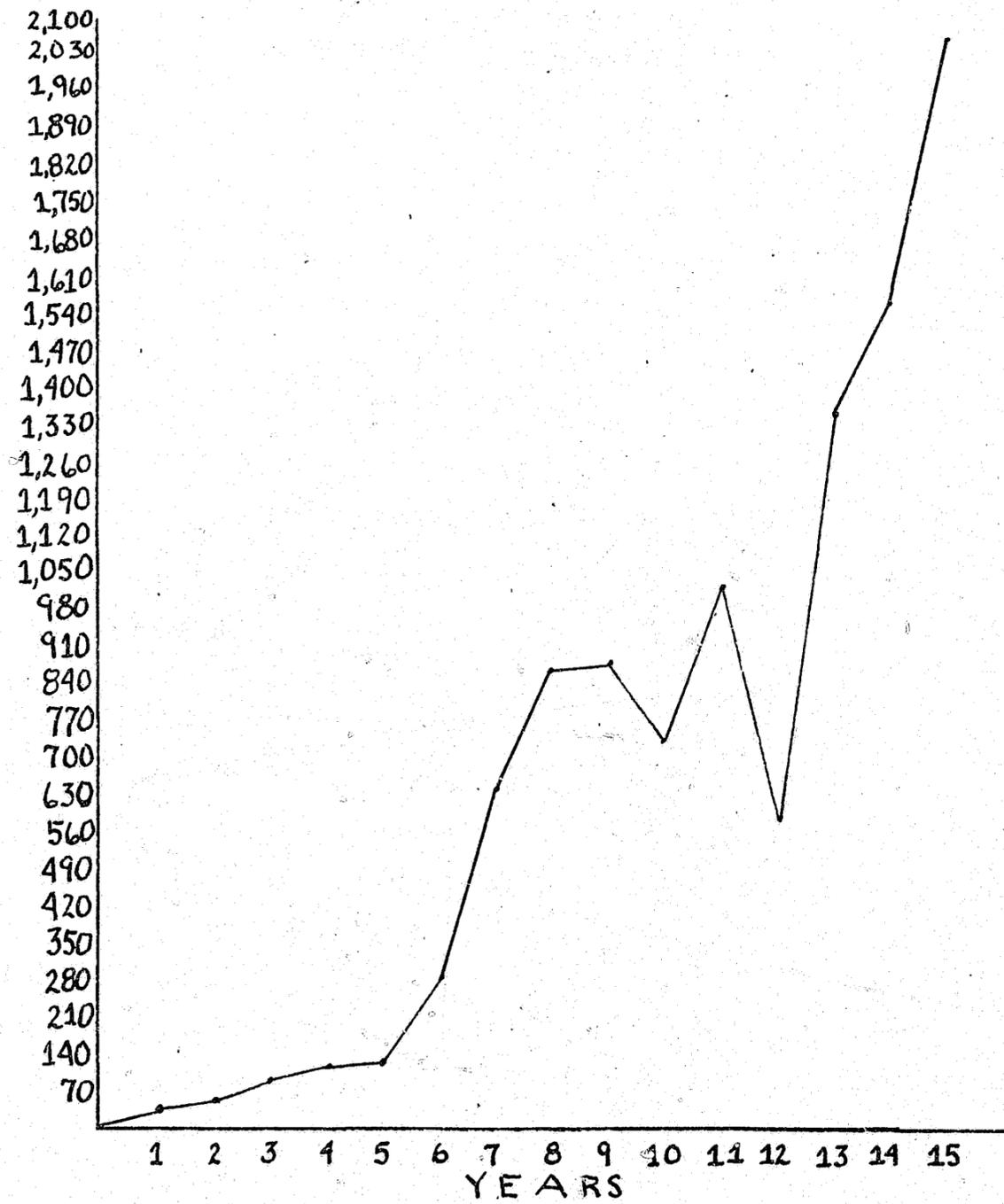


# FISCAL YEAR 1980 EXPENSES BY PROGRAM



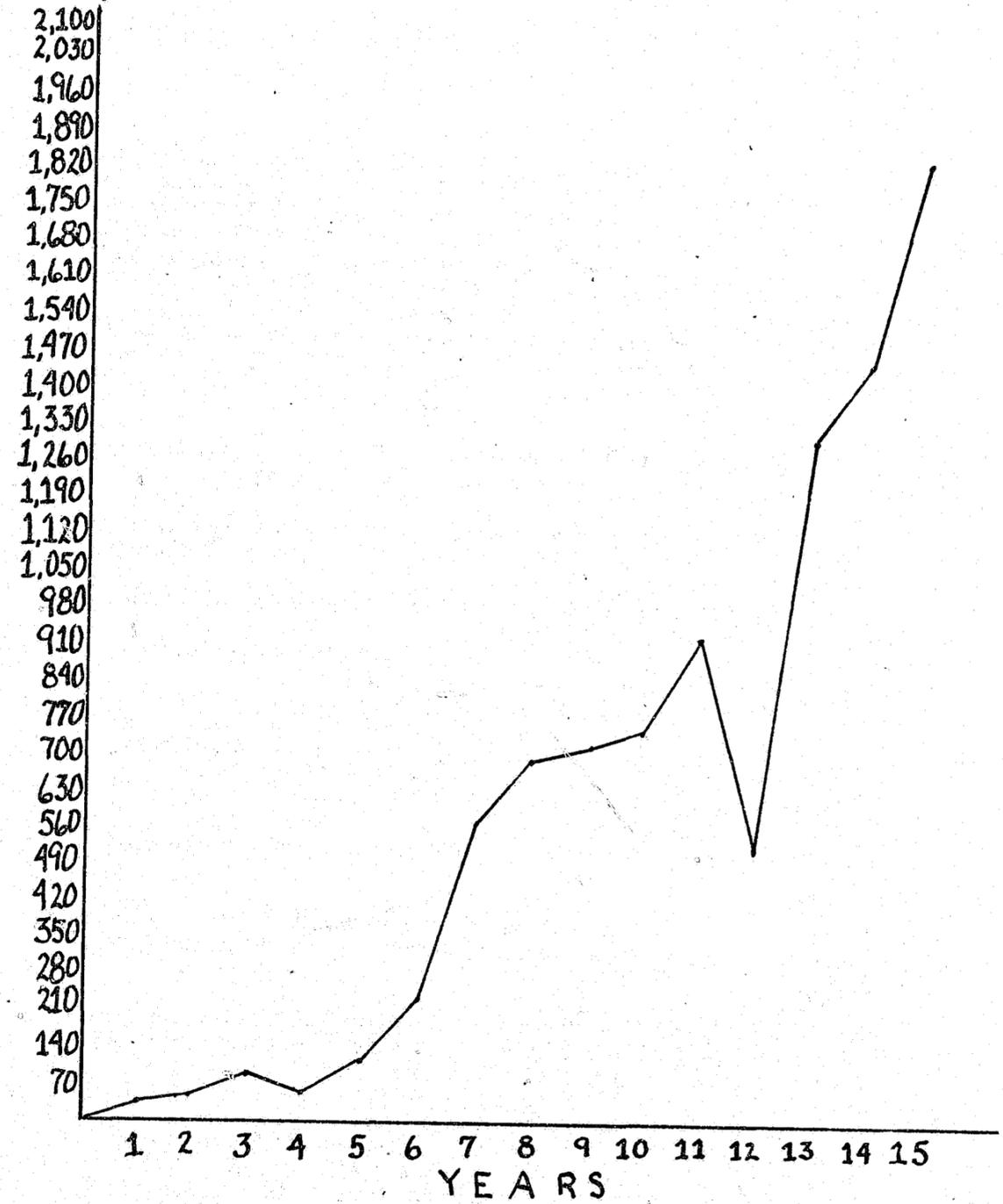
# ANNUAL REVENUES

(000's)



# ANNUAL EXPENDITURES

(000's)



## REPORT OF THE CONTRACT MANAGER

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

I herewith submit my report as the Contract Manager for the year 1980.

### Introduction

The potential impact on MHHI of this year's national elections and the passage in Massachusetts of Proposition 2 1/2, as well as changes in the Massachusetts rate setting process have been studied vigorously by all MHHI staff. Most of the planning conducted by the contract management office has by necessity centered around securing existing programs as well as broadening our funding base in order to protect our existing services from potential cutbacks. This Report summarizes the major activities and accomplishments of the contract management office and has been organized according to its areas of responsibility.

### Proposals and Contracts

We submitted several proposals to develop new programs this year, all of which were funded at the proposed levels. They include:

- to the National Institute of Justice to implement a test design and conduct an evaluation of services provided by the Boston Employment Resource Center
- to the Department of Youth Services to provide services to the Danvers Secure Treatment Program
- to the Department of Youth Services to administer the Secure Treatment Support Team
- to the Department of Mental Health to provide training on strategies for working with troubled families
- to the Crime and Justice Foundation to provide technical assistance to the Hampden County Pre-Release Center in developing a management information system
- to the Comprehensive Offender Employment Resource System to provide technical assistance to the Worcester Employment Resource Center.

Several annual refunding applications were also submitted this year. Those for which we received an increase in funding over the previous year include:

- with the Employment and Economic Policy Administration for three Public Service Employment trainee slots at the Boston Employment Resource Center (an increase of one position)
- with the Department of Correction for 50 beds at Coolidge, 577, and Brooke Houses (an increase of eight beds)
- with the Department of Correction and the Parole Board for 20 beds at 699 House (an increase of five beds)
- with the Federal Bureau of Prisons for beds at Brooke House, Coolidge House and Temporary Housing Programs (a 7% increase).

And several annual refunding applications were submitted this year for which we received reduced funding from our proposed levels. Those contracts include:

- with the Penal Institutions Department for ten beds at 577 House and services provided by the Boston Offender Services Project for Deer Island clients
- with the Employment and Economic Policy Administration to operate the assessment center at the Boston Employment Resource Center
- with the Department of Manpower Development to operate the Boston Employment Resource Center
- with the Essex County Sheriff's Department to provide Reality Therapy to inmates at the Salem House of Correction.

Two existing contracts from the Mayor's Office of Public Safety were not able to be renewed beyond 1980. They include the Pre-Release Residencies Program, which ended its four years of funding in June, 1980, and the Probation Residential Program which, due to the phase out of the Law Enforcement Assistance Administration, is now scheduled to end in February, 1981, with a potential extension through June, 1981.

We have undertaken a wide range of projects which have made significant contributions to the field of community corrections, and most of our efforts for continued program development have been successful. Our enthusiasm for MHHI's accomplishments in this area is tempered, however, by the realization that we still have a long way to grow. We will continue our efforts to attract the broad base of public support necessary for the maintenance and expansion of programs to strengthen and improve services to our clients.

### Contract Compliance Reports

The 1979 Annual and 1980 Semi-Annual Affirmative Action Reports were submitted to all contracting agencies and MHHI programs and departments in January and July. Monthly, quarterly and final reports were submitted to the Employment and Economic Policy Administration and to the Department of Manpower Development. Semi-annual and final programmatic reports and monitoring and evaluation reports were submitted to the Mayor's Office of Public Safety, the Southwest Metropolitan Regional Planning Unit and to the Massachusetts Committee on Criminal Justice. The 1979 MHHI Annual Report and Annual Budget were completed this Spring. Reports were also prepared for the Bureau of the Census, the Department of Public Health, and special reports were prepared as needed for funding sources. Seven separate human service agencies also solicited us for information on our salary scales, job descriptions and fringe benefits.

All MHHI staff are responsible in some way for reporting on MHHI activities. Our management information systems and accountability procedures have traditionally been held in the highest regard by our funding sources and colleagues in the criminal justice field. In times of tighter fiscal resources and even greater governmental requirements for accountability, these functions become increasingly important. The purchase and programming of our new computer has enabled us to perform at an even more impressive level for our funding sources.

### Public Relations

Articles on the availability of the Juvenile Justice Management Training Manual appeared in several local and national publications this year, as did reports on Bryan Riley's Chairmanship of the American Correctional Association Congress Program Committee. MHHI programs have been described and published in the CONTACT Newsletter, the Newsletter of the Correctional Association of Massachusetts and the Boston Offender Services News.

MHHI staff responded to numerous requests for information, technical assistance, and training this year. And MHHI staff members participated in and presented at several local, statewide, regional and national conferences this year. Several MHHI staff members are nationally recognized for their expertise in various aspects of criminal justice and are increasingly being asked to share their knowledge at various workshops and conferences.

Many of our staff members have been asked to serve on local, statewide, regional and national committees. Bryan Riley was again asked to serve as the Program Chairman for the 1980 American Correctional Association Congress; Michael Radon is a member of the Massachusetts Juvenile Justice Advisory Committee and represented the JJAC at this year's national conference in Texas; Claudia Dengler has been named to several subcommittees of the Massachusetts Council of Human Services Providers; and I have been serving as the program representative of the International Halfway House Association to the 1981 ACA Congress. These are only a few of the many committees our staff have been requested to join.

### Fundraising

Although primary support for MHHI's programs comes from governmental agencies, we have always relied on contributions from the private sector. During 1980 we raised approximately \$12,000 from various foundations and individual contributors. The individuals include members of the Board of Directors and the Corporation, as well as other friends and associates of MHHI, and many of their names are listed elsewhere in this Report. In addition to cash donations, we received gifts of clothing, a typewriter, a television, food, and books and periodicals. We appreciate the donations of these many generous individuals and hope to be able to retain their continued confidence in our capabilities.

In addition to the above donations, residents of MHHI programs contributed approximately \$72,062, and rental and other income generated approximately \$86,120, for a total non-contracted income of \$170,182, an increase of \$36,000 over last year. This non-governmental income is essential to MHHI's continuing successful operations, as it provides for initial expenditures for new programs, security from cash lag problems of cost-reimbursement contracts, major facility renovations, and corporate office salaries and expenses.

### Affirmative Action

During 1980 we continued to have a large number of staff openings, which is partly due to several new positions created as a result of new programs and the restructuring of several other positions to make them more responsive to current program needs. There were also several promotions, transfers and terminations during the year. During this turnover of staff, we are proud that our affirmative action and equal employment opportunity policies and procedures were effectively and consistently adhered to.

In January we established a set of affirmative action goals, based on our original Equal Employment Opportunity Plan and subsequent annual updates. At year end, we found that nearly all of our goals were accomplished. Some highlights for the year include:

- MHHI personnel policies were reviewed and revisions drafted.
- MHHI job descriptions (47 in all) were reviewed and revisions drafted.
- Formal and informal recruitment sources and networks were refined to more effectively reach minorities and women. Several university resources have been actively developed.
- The EEO compliance staff of the Boston CETA prime sponsor, the Department of Correction, and the LEAA state planning agency reviewed our EEO Plan and affirmative action policies and procedures and reporting and found all to be in compliance.
- Efforts to recruit, hire and promote minorities, women and ex-offenders at all levels of the Corporation were maintained and our staff composition continues to reflect a well-balanced staff.

Copies of our EEO Plan and the annual and semi-annual updates to that Plan are available at each program and at the Corporate Office for review.

### Resource Development

A major accomplishment of the contract management office this year was the organization of the corporate office library and resource files and assisting in the continuing development of the Juvenile Justice Management Training Program's library. Several years worth of old files, newsletters, periodicals, and books were individually reviewed, and those worth saving were redistributed, catalogued and filed. The criminal justice library and resource files are now located in room 404 and the juvenile justice library and resource files are located in room 503, the fourth and fifth floors of Coolidge House. Each library has developed a lending policy and is available to all interested individuals on an appointment basis. We believe these resources libraries are unique to the Massachusetts correctional scene and encourage our readers to utilize them.

### Committees, Memberships and Conferences

One of the benefits of working for MHHI is the opportunity to become actively involved in professional committees and organizations. The Corporation actively encourages the development and maintenance of community and governmental resources and relationships and the active participation in professional committees and organizations as benefits the Corporation. This responsibility

has this year been added to the newly drafted job descriptions of each position in the Corporation.

During 1980 I served on the following committees:

- Offender Services Committee, legislative subcommittee
- Women in Criminal Justice, executive committee and adult task force
- International Halfway House Association, ACA program representative

In addition, memberships in organizations included the following:

- American Correctional Association
- International Halfway House Association
- Neighborhood Association of Back Bay

I was also fortunate to be able to attend the following conferences and training sessions this year:

- Juvenile Justice Management Training Institute, Andover, MA
- International Halfway House Association Pre-Congress Workshop, San Diego, CA
- American Correctional Association Congress, San Diego, CA
- Associated Grantmakers of Massachusetts Seminar, Boston, MA
- Massachusetts Council of Human Service Providers Legislative Convention, Boston, MA
- Massachusetts Council of Human Service Providers Annual Meeting, Boston, MA
- United Community Planning Corporation, Legislative Clearinghouse, Boston, MA
- Teen Alliance Center Introduction to Funding Strategies, Boston, MA
- Crime and Justice Foundation Annual Meeting, Boston MA
- Employment and Economic Policy Administration Conference on the Handicapped, Boston, MA
- Department of Manpower Development Contractor Workshop, Boston, MA

In closing, I would like to thank all of those individuals and groups who helped make this a successful and rewarding year for the contract management office. Your assistance, support and continued confidence are greatly appreciated.

Respectfully submitted,

*Edith P. Fletcher*

Edith P. Fletcher  
Contract Manager/  
Affirmative Action Officer

## REPORT OF THE DIRECTOR OF OPERATIONS

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

I herewith submit my report as the Director of Operations for the year 1980.

### INTRODUCTION

1980 was one of the most challenging years which MHHI programs have faced in the history of our organization. The challenges encountered over the past twelve months resulted primarily from the fiscal cutbacks which all private and public agencies began to face in 1980 and which will continue to impact the operations of our programs in the foreseeable future. The most significant impact of this fiscal decrease occurred at our two programs which provide services to residents and clients referred to MHHI from the Suffolk County criminal justice system.

In June, the Boston Offender Services Project was forced to drastically curtail the services provided to all inmates being released from the Suffolk County (Deer Island) House of Correction. As a result of the reduction in available contract income, BOSP ceased placing Deer Island residents in community residential programs specializing in alcohol and drug abuse treatment. In 1981 there will be no such treatment programs available through BOSP. Those vocational training slots in which Deer Island clients had been placed through BOSP will also be eliminated in the coming year. Finally, non-residential services offered to released clients from Deer Island were curtailed in 1980 and could possibly be eliminated in the next contract year. In order to adapt to these fiscal realities and to provide maximum services to our clients, the number of staff at the Boston Offender Services Project has been reduced from four to two.

Our Probation Residential Program, which works exclusively with clients referred to MHHI from the Suffolk County court and probation system, was similarly confronted with new fiscal realities. This program, which began as a unique demonstration program in June, 1979, was funded through the national Law Enforcement Assistance Administration (LEAA). We operate the program under contract with the Mayor's Office of Public Safety in Boston. As a result of the demise of LEAA, we were advised in June of this year that the program could not be funded in its present form beyond February, 1981. We have recently proposed that the program continue to operate in a scaled-down form with funding presently available. In order to continue providing services to Suffolk County probationers, we have decreased the program's size from a capacity of 20 to seven (five men and two women). In addition, the number of full-time staff have been gradually reduced during the last six months of the year from five to one. The paid, part-time staff have been transferred to other MHHI programs as night counselors. Throughout this difficult transition, staff

have continued to effectively provide services in a manner which led the program to fulfill its contract goals.

The lack of funds available for community programs has led to a decrease in the number of community resources previously available to our other programs. While the impact has not been as severe at our residential programs, it has nevertheless been significant. Training programs, educational opportunities, and related services provided to our residents through such agencies as the Massachusetts Rehabilitation Commission have been more difficult to secure than in past years. In addition to the shrinking public resource base, employment opportunities in the private sector have been extremely competitive.

I am pleased to report, however, that difficult circumstances notwithstanding, the staff and clients at MHHI produced a successful year. We were able to provide high quality services to the greatest number of people in MHHI history. The increase in the number of people served occurred primarily at the Boston Employment Resource Center and the Juvenile Justice Management Training Program. The following chart shows, additionally, that we increased the number of clients served by our residential programs and by BOSP in 1980.

<u>Program</u>	<u>1979</u>	<u>1980</u>
Boston Employment Resource Center (non-residential/vocational & employment placement)	553	1639
Juvenile Justice Management Training Program (management and service-oriented training for juvenile justice program staff)	385	733
Boston Offender Services Project (non-residential/housing, employment, financial aid & vocational training placements)	535	742
Brooke House Mult-Service Center (residential services for adult males and females)	124	135
Temporary Housing Program (residential services for adult males)	104	114
699 House (residential services for adult males)	39	69
577 House (residential services for adult males)	71	78
Probation Residential Program (residential services for adult males and females)	19	92

Coolidge House (residential services for adult males)	104	107
Joseph M. Ambrose House (residential services for male youthful offenders)	28	19
TOTAL PARTICIPANTS, CLIENTS AND RESIDENTS SERVED BY ALL MHHI PROGRAMS DURING 1979 and 1980	1,962	3,625

The total of 3625 people directly served by MHHI programs during 1980 represents an increase of 1663 served over the prior year.

#### OPERATIONS

Throughout the fifteen year history of MHHI program operations, our primary goal has been to provide quality counseling and referral services to clients being released from incarceration. During these fifteen years, MHHI has increased its client service base enormously, both in the number of people served each year and in the characteristics of the client we have served. We presently provide services to female and male residential clients, as well as to non-residential clients of both sexes. We work with clients on pre- and post-release status, clients on probation and those in the custody of the Department of Youth Services. MHHI now has contracts with criminal justice agencies at the Federal, state, county and city levels.

While our mission of providing community reintegration services for our clients has not changed, we have concentrated on continually refining the mechanisms at our disposal in order to effect that mission. Our treatment modality, for example, is Reality Therapy, which over the years has been adapted to meet the unique needs of people being released from correctional institutions. Reality Therapy is a behavior-oriented therapy which maintains that people are responsible for their own actions and that the option to succeed is open to those willing to apply themselves to that end. Our counseling approach recognizes that control over behavior rests with the client and that the client is the only person who can ultimately accomplish any change in his or her lifestyle. The staff at MHHI programs work with clients to develop realistic reintegration plans, provide the resources necessary to realize those plans, and to act as advocates with other human service agencies towards realizing those plans. The counseling program takes place in both individual and group settings. All counseling is geared to develop individual client responsibility in the areas of vocational direction, financial management, constructive leisure time pursuits, as well as any specific areas in need of change such as substance abuse or family problems. While residents have a wide variety of ways in which to participate in their program, they must be willing to participate in the areas where an identified need exists. Clients, for example may choose to work full time or to attend school full time or to be engaged in vocational training. They must, however, participate in at

least one of the above.

In order to insure a clear understanding on the part of both client and staff regarding programmatic expectations, we have for the past five years employed the Mutual Agreement Program (MAP) concept in all of our residential programs. The MAP contract is a formal, written document which is individually developed by each client and his/her counselor, and is approved by the MHHI project director as well as the representative of the agency which retains legal custody of the client. The MAP contract is a counseling tool which allows each client to plan an individual program and to have a mechanism for holding staff accountable for delivering those services which will help the client meet his/her stated goals. The contract explicitly outlines commitments and timeframes for each client and his/her counselor. All client privileges are earned as a result of fulfilling MAP contract commitments. Similarly, the performance of counseling staff is evaluated in large part by the degree to which they provide the services they have committed to produce in the MAP contract. By way of example of this process a blank copy of MHHI's MAP contract has been attached to this Report.

The nearly constant growth experienced by MHHI, especially since 1973, has required the adoption of a highly sophisticated management system. The system utilized is called Management by Objectives (MBO). This system provides us with a mechanism for developing concrete and measurable objectives, a set of related activities to meet those objectives, and a measurement of the achievement of those objectives - all of which focus towards the ultimate goal of successful community reintegration. All MHHI direct client service staff have input to their programs' objectives. The programs' objectives consist of those which staff experience have proven to have a direct bearing on residents' successful community reintegration. Thus, we have established concrete numerical goals and timeframes for achievement for: program completion, participation in vocational endeavors, involvement in financial management, and progress toward rebuilding sources of community support: Management by Objectives allows us to judge our effectiveness both as to the quality and quantity of services which we provide. Performance is compared to objectives on a monthly basis, allowing us to adjust quickly to any area of performance which falls below expectations.

Staff performance evaluations are also based on the rate at which residents meet the outlined objectives. The individual Program Directors' reports which follow contain complete presentations of our performance for 1980 as compared to our goals for that time frame.

The most critical goal of our direct client service programs is related to the number of residents completing our programs. In general a resident who is considered as having completed a MHHI residential program will have completed a timeframe agreed upon

in the resident's MAP contract and have earned a Parole or Good Conduct Discharge. The resident will be involved in a full-time vocational activity, have established a sound money management program and have begun the process of overcoming any substance abuse problems. Finally the completed resident will have begun to develop a network of community support by having established new peer associates and new leisure time activities.

We use the rate of resident program completions to judge our effectiveness since historically studies published by a variety of research organizations have shown that residents who complete MHHI programs have a very low rate of returning to prison. Examples of studies showing a strong positive correlation between completing our programs and low recidivism follow:

- A study by Harvard University reported that close to 80% of the residents who completed the Brooke House program in 1969 did not return to prison during the two year follow-up period.
- A study published by the Massachusetts Research Center in 1976 documented the fact that 90% of the state pre-release residents who completed Brooke and Coolidge House in 1974 did not return to prison during the one year follow-up period.
- Reports produced annually since 1974 by the Massachusetts Department of Correction Research Unit have shown that residents completing MHHI residential programs have a less than 10% recidivism rate for the one year follow-up period.

On the basis of the above data a positive relationship can be shown between completing an MHHI program and meeting our overall agency goal of fostering positive community re-integration. I am happy to report to you that during 1980 residents continued the historical trend of completing our programs at a very high rate. The information in the following chart is a comparison of our performance vis-a-vis our goals over the past four years. The chart demonstrates the consistently high rate of success achieved by MHHI Programs when judged by the rate of completions.

CORPORATE-WIDE PROGRAM PERFORMANCE 1977 - 1980 (in %)

	1977		1978		1979		1980	
	Goal	Performance	Goal	Performance	Goal	Performance	Goal	Performance
Brooke House	82	77	81	83	81	77	81	78
Coolidge House	83	76	81	84	81	75	80	73
577 House	80	79	81	79	80	72	79	77
THP	77	77	77	83	78	82	81	80
699 House	85	72	85	58	85	74	83	73
BOSP (Regular)	90	68	90	86	90	88	90	95
JMA	--	--	70	24	70	20	50	38
PRP	--	--	--	--	80	73	80	72

During 1980, 599 people were released as either complete or incomplete MHHI program participants of our residential programs and Boston Offender Services Project non-residential component. Of this total 463 people completed their program participation and 135 did not. An additional 51 residents were recorded as neutral completions and are not included in the statistical analysis of program performance. Residents are determined to be neutral completions for a number of reasons including: transfer to medical facilities for long-term treatment, return to custody for warrants existing prior to their entrance into an MHHI program, transfer to more appropriate community programs or leaving their assigned program within 24 hours of arrival.

Our goal for the past year was to have 82% of our residents/clients complete their respective programs. In fact 77% of the people leaving our programs in 1980 completed their assigned program. We also provided emergency housing and referral services to an additional 38 residents at the Probation Residential Program. As these services were limited to emergency services of a brief duration, e.g; emergency housing, these residents were not included in either our overall goal or performance ratings. The following chart presents the data for 1980 on program completion rate by referral status.

	TOTAL RELEASED	TOTAL RELEASED	1980 GOAL	1980 PERFORMANCE
Federal Bureau of Prisons	50	49	90%	98%
Mass. Department of Correction	191	141	85%	74%
Parole Board	72	53	75%	74%
Suffolk County Penal (Residential)	130	96	75%	74%
Suffolk County Penal (Non-Resid.)	74	70	90%	95%
Department of Youth Services	16	6	50%	38%
Suffolk County Probation	47	34	80%	72%

The reports which follow present data on the quality of program performance as well as the client completion rate. As you will see, this data demonstrates that during 1980 the residents and staff of our programs achieved a high degree of success. Such achievement would not have been possible without the continued support and effort of many people: our volunteer staff, members of the MHHI Board of Directors, our Corporate Member, the staff of the agencies with which we contract and those people in the community who make available the resources necessary to accomplish our goals.

In closing, I thank you all for your efforts on behalf of the residents and staff of MHHI.

Respectfully submitted,

*Peter L. Flynn*

Peter L. Flynn  
Director of Operations

MASSACHUSETTS HALF-WAY HOUSES, INCORPORATED

MHHI

MUTUAL AGREEMENT PROGRAMMING CONTRACT

PART 1: RESIDENT OBJECTIVES AND TIMEFRAMES:

VOCATIONAL DIRECTION

I will become engaged in a full-time vocational program in the area specified below. In addition, I will engage in other vocational activities as specified below.

1. EMPLOYMENT: If pursuing full-time employment, I will follow-up on a minimum of 4 job leads per day. I prefer to seek employment in the field of \_\_\_\_\_ . If I am unable to find work in this field by TIMEFRAME: \_\_\_\_\_, I will then pursue other types of job leads. I will begin my job search each morning by 8:00 A.M. Once employed, I will not quit my job without first consulting my counselor. TIMEFRAME: I expect to be employed by the 3rd Monday following my arrival at MHHI.
2. VOCATIONAL TRAINING: I would like training in \_\_\_\_\_ on a full-time/part-time basis. If employed full-time, I will find an evening training program that will help me meet this goal. TIMEFRAME: \_\_\_\_\_.
3. EDUCATION: I will/will not pursue further education in the areas of \_\_\_\_\_. If employed full-time/part-time, I will find an evening educational situation that will help me meet this goal. TIMEFRAME: \_\_\_\_\_.

FINANCIAL MANAGEMENT

1. BUDGET RESPONSIBILITIES: I will write a budget each week that outlines my income and expenses for that week. I will discuss this budget with my counselor during our counseling session and will follow the budget we agree upon. TIMEFRAME: Immediately upon receipt of first income.
2. SAVINGS GOALS: (Weekly & Total) I would like to save a minimum of \$ \_\_\_\_\_ by the completion of my program. To do this, I will save 25% of my weekly income. I will not withdraw any money from my savings account without the permission of my counselor. TIMEFRAME: Immediately upon receipt of first income.
3. CREDIT BUILDING: (Check One)
  - a.  I have a good credit rating at this time; no assistance needed.
  - b.  I cannot get credit at this time due to (circle one):

-2-

MUTUAL AGREEMENT PROGRAMMING CONTRACT

1.  No previous credit.
2.  Previous mismanagement of debts.

I will look into using the MHHI Federal Credit Union. I will contact the credit bureau of Boston and seek any information or advice they may have in order for me to rebuild my credit. TIMEFRAME: Within two weeks after receipt of first income.

COMMUNITY SOURCES OF SUPPORT

1. FAMILY/MARITAL RELATIONSHIPS: I will bring my family to \_\_\_\_\_ House to meet with my counselor so that they can understand the program and give me support. TIMEFRAME: During my first week of residency.
2. PEER GROUPS: I would like to meet some new people so that I will not get back into my old group of friends. To do this I will try to meet people at work, through my family and at my place of volunteer service. I will not under any circumstances refuse to bring my friends to \_\_\_\_\_ House to meet my counselor. TIMEFRAME: Immediately.
3. SOCIAL OUTLETS: I will participate in a new group activity for a minimum of 2 hours per week. My social interests are \_\_\_\_\_, \_\_\_\_\_. TIMEFRAME: \_\_\_\_\_.
4. THERAPY: If needed I will attend Alcoholics Anonymous or other alcohol therapy, or drug therapy, on a weekly basis at my own expense. TIMEFRAME: Immediately.
5. COMMUNITY VOLUNTEER SERVICE: I will donate a minimum of two hours on a weekly basis to a community agency picked by myself. I understand that my counselor will assist me in identifying agencies in the following areas \_\_\_\_\_, \_\_\_\_\_. TIMEFRAME: By my 4th week of residency.
6. COMMUNITY RESIDENCY: By my sixth week of residency, after I have gotten an idea as to how much income I have I will begin searching for an apartment that will allow me to live within my means. I also will consider relocating to an area different from where I lived prior to my incarceration. I would like my counselor to personally visit this apartment once I have located it, but prior to making any down payment TIMEFRAME: Before Out-Residency or program completion.

ADDITIONAL COMMENTS

I further agree that as I am responsible for keeping the above commitments which I have made; I will earn privileges only by meeting the terms of my contract. Any deficient areas in my contract which result from my lack of follow through will result in reduced privileges, e.g.; PRAT, Furlough. However, lack of accomplishment due to staff failure to provide information or resources will not result in a reduction of my privileges.

MUTUAL AGREEMENT PROGRAMMING CONTRACT

Resident: \_\_\_\_\_ (Signature) \_\_\_\_\_ (Date)

Counselor: \_\_\_\_\_ (Signature) \_\_\_\_\_ (Date)

PART 2: PROGRAM SERVICES AND TIMEFRAMES:

VOCATIONAL DIRECTION

1. EMPLOYMENT: I will monitor daily job search by verifying applications prior to approving evening PRAT. I will also monitor job developers to whom I send a client to see that he/she is following up all leads. I will insure that my client leaves the program by 8:00 A.M. daily, and has a list of at least four job leads. I will further insure program accountability in the event that he/she fails to meet the above responsibilities on a daily basis. TIMEFRAME: To begin Monday following arrival at \_\_\_\_\_ House.
2. VOCATIONAL TRAINING: I will help find a suitable training program, and will attempt to find funding to cover the cost of tuition. TIMEFRAME: To begin \_\_\_\_\_.
3. EDUCATION: In the event that my client wishes to pursue further education, I will help him/her find an educational program that interests him/her. TIMEFRAME: \_\_\_\_\_.

FINANCIAL MANAGEMENT

1. BUDGET RESPONSIBILITIES: I will discuss budget issues with my client weekly to help determine priorities for spending and saving money. I will also verify weekly income by reviewing pay stubs during counseling sessions. TIMEFRAME: To begin upon receipt of first income.
2. SAVINGS GOALS: (Weekly and Total) Since my client has decided that he/she needs \$\_\_\_\_\_ by the time he/she leaves \_\_\_\_\_ House, I will insure that he/she saves a minimum of 25% of income on a weekly basis by checking his/her bankbook during counseling sessions. I will also insure program accountability for unauthorized withdrawals. Savings will always be first priority. TIMEFRAME: Upon receipt of first income.
3. CREDIT BUILDING: I will help rebuild credit once he/she obtains the necessary information from the credit bureau. I will provide leads as to where credit is available in the community and by making referrals to MHHI's Credit Union initially upon entering the program.

MUTUAL AGREEMENT PROGRAMMING CONTRACT

COMMUNITY SOURCES OF SUPPORT

1. FAMILY/MARITAL RELATIONSHIPS: I will meet with the client's family as often as client thinks necessary. Moreover, I will also refer my client and his/her spouse to family counseling--should they decide that this is what they want. TIMEFRAME: First week of residency.
2. PEER GROUPS: I will meet client's friends when they visit \_\_\_\_\_ House--which I shall require when appropriate time arises. I will provide resources regarding ways and places to meet new friends. Furthermore, I will verify all overnight passes in advance while ensuring program accountability for client failure to cooperate in this area. TIMEFRAME: Immediately.
3. SOCIAL OUTLETS: I will keep my client notified of all interesting and constructive activities going on in the Boston area. I will help him to get free admission to sporting and cultural events, while at the same time, counseling him/her on how to develop new interests to use PRAT constructively. TIMEFRAME: Immediately.
4. THERAPY: I will insure appropriate referrals if need be. TIMEFRAME: Immediately.
5. COMMUNITY VOLUNTEER WORK: If client shows inability, I will provide referrals which will help my client secure placement as a volunteer worker. Moreover, I will monitor following through with suggested placements. TIMEFRAME: Accomplished by the time of client's fourth week of residency.
6. COMMUNITY RESIDENCY: I will assist my client in locating a residence of his/her choosing, and will encourage relocation to an area different than the one in which he/she lived prior to incarceration. I will visit his/her prospective place of residence before recommending any beginning to Out-Residency to my supervisor. TIMEFRAME: Before Out-Residency or completion of program.

ADDITIONAL COMMENTS

Furthermore, I hereby indicate that, to the best of my knowledge, I understand my obligations to my client and will endeavor to help him/her to the extent of my ability and his/her willingness to cooperate. This is not an all-inclusive contract, and provisions may be renegotiated at either party's initiative.

Resident: \_\_\_\_\_ (Signature) \_\_\_\_\_ (Date)

Counselor: \_\_\_\_\_ (Signature) \_\_\_\_\_ (Date)

Program Director: \_\_\_\_\_ (Signature) \_\_\_\_\_ (Date)

BROOKE HOUSE  
79 Chandler Street  
Boston, MA

#### GOALS AND OBJECTIVES

Brooke House, founded in 1965, was MHHI's first program and is the oldest half-way house for ex-offenders in New England. Serving as a national prototype for similar programs, as a community-based, multi-service center, Brooke House has thirty-nine (39) beds for male/female residential clients. It also offers non-residential programs. The clients, being pre and/or post-release and court diversion cases, are referred by the Boston Penal Institutions Department (PID), the Massachusetts Department of Correction (DOC), the Federal Bureau of Prisons (FBOP), and from various courts.

The primary goal of assisting clients in the difficult reintegration process is accomplished through the use of *Reality Therapy*, through which clients are encouraged to reassume control of their lives and learn to accept the responsibility for their own behavior. Mutual Agreement Programming (MAP) is also used as a contract method by which the client agrees to achieve positive, self-determined changes in their lives. Work with clients involves the development of budgeting skills, re-establishment of credit ratings, upgrading employment and vocational skills, furthering educational levels, developing constructive use of leisure time, and locating suitable living arrangements upon release.

#### HIGHLIGHTS OF 1980 ACTIVITIES

The annual meeting of the Massachusetts Half-Way Houses, Inc. was, once again, held at Brooke House. William Hogan, Commissioner of the Department of Correction, was the guest speaker. Commissioner Hogan outlined his plans for the Department of Correction and expressed great support for community corrections and particularly MHHI's programs. The Commissioner indicated that he felt that the reintegration model is essential to corrections in Massachusetts and having these services provided by the private sector.

The Ellis Neighborhood Association, a South End community organization, continued through the year to hold their monthly meetings at Brooke House. The Suffolk County Sheriff, Dennis Kearney, and Robert Rufo, Special Sheriff, appeared as guest speakers at one monthly meeting. The association between the Ellis Neighborhood Association and Brooke House has helped to maintain our acceptance in the community and provide positive community involvement to our clients.

As an example of innovative community residential treatment centers, Brooke House is frequently visited by interested people from other correctional or human services agencies. During 1980, we welcomed representatives from the Massachusetts Department of Correction, the Federal Bureau of Prisons (from New York) and the Federal Bureau of Prisons (Massachusetts), a tour group from MCI Norfolk, the Executive Office of Human Services, and from the John Howard Society of Toronto, Canada. Individuals who visited and toured Brooke House, include the Superintendents of Deer Island and Park Drive Pre-Release Center, the Chief U.S. Probation Officer of Connecticut, and a representative from the Governor's staff.

Also using Brooke House as a meeting place during 1980 were the Boston Police Department and the Boston Fenway Program; and also the Ward 5 Democratic Committee. Such meetings are encouraged and welcomed, and Brooke House is pleased to be able to be a participant in community affairs.

Several staff members and the Director visited the South Middlesex Pre-Release Center and made a presentation to staff and residents of the Center, relating the programs operated by MHHI.

I attended, as MHHI's representative, a three (3) day conference sponsored by the Federal Bureau of Prisons, held in Norfolk, Virginia. I was also appointed Chairman of the FBOP task force for upgrading community treatment centers. This appointment was made at the Northeast Region Community Program's Conference held in Baltimore, Maryland.

A seminar dealing with time management was held at Brooke House in November. Don Forest, Head Counselor at Brooke House, organized and planned the seminar which was conducted by Leo P. Dauwer, who is the Assistant Superintendent of the Plymouth-Carver Regional School District, and who also conducts training consultations in time management. The seminar was attended by more than thirty (30) MHHI staff members, as well as representatives of the Department of Correction. Don Forest also conducted a training session at the Northeast Correctional Center for DOC personnel on *Reality Therapy*.

Finally, Brooke House enjoyed several special events during the year. Our annual picnic was held on Thompson's Island in July, and was attended by residents, staff and friends (and their families). Rev. Claude James, our cook, made the Thanksgiving dinner attended by almost one hundred (100) people a great success, and Tahra Richardson and Michael Osborne (both MHHI staff) provided musical entertainment. The annual Christmas Party for the children of Ellis Memorial closed our year successfully and enjoyably. Our counselor, Paul White, was an excellent Santa Claus, and Jeff Sargent and Hully Martin insured that all of our activities were handled efficiently, without confusion or conflict.

#### HOUSE MANAGEMENT

Physical improvements are an on-going, collaborative effort by staff and residents at Brooke House. In 1980, many major projects were undertaken and completed which improved the house and living areas, as well as, maintaining Brooke House as an asset in the neighborhood. Our projects involved: insulating and otherwise winterizing the house; adding new linoleum in the dining room; painting walls; repairing the fire escape; stripping and refinishing desks, doors and woodwork; and purchasing new linens.

The section used for our women's program was enlarged when two offices were made over into resident rooms.

As a result of a small, inconsequential fire on the fourth floor, the fire extinguishers were checked and replaced with more appropriate ones, and the fire alarm system was modernized. (Fire drills are held on a regular basis, also.)

## COUNSELING OPERATIONS

In January, a major component of treatment for our residents was challenged by the Department of Correction (for state clients only). Program Related Activities Time (PRAT) was suspended. As a result, the first few months of 1980 were spent concentrating on alternative sources which would help clients complete their contractual agreements prior to release. Included in these alternatives were increased therapy under the work-release guidelines and increased use of volunteer work-related experiences geared toward employment. (PRAT was reinstated with additional safeguards and procedures which were meant to insure the proper utilization of this time by residents.) [NOTE: PRAT is defined as that segment of a resident's program which is any time spent out of the facility on other than work, education, training or furlough release.]

The residents who enter Brooke House, or any program at MHHI, are made aware initially of many responsibilities and benefits of the program. The residents learn the benefit of group responsibility to each other: for example, if house property is stolen or damaged, all residents are assessed and equal share of the cost of its replacement or repair; each resident is assessed a rental fee based on income or allowed the opportunity to perform "rent work-off" duties; and all residents share in the up-keep and household duties of the house.

One of the mechanisms used to instill this need for group involvement and individual improvement of residents is the Resident Executive Committee (REC). The committee is composed of three (3) residents, elected by other residents, who meet regularly and provide assistance in new resident orientation, assist in crisis situations, act as an advisory board for resident grievances and otherwise participate in an advisory capacity to the program.

Of the residents who completed the program in 1980, many came to the program with drug and/or alcohol abuse problems. In any treatment or corrections program, it is obvious that drug/alcohol use is an overwhelming problem. Several operational and treatment procedures were implemented to deal effectively with this problem. Increased and frequent use of urine samples for early detection of abuse, and the development and utilization of a counseling network identified and motivated residents with abuse histories to seek counseling or therapy. A firm policy of returning residents to custody, who did not take the initiative to deal with this problem, was also instituted. A significant decline in drug/alcohol abuse was noted after these measures were taken.

In regard to dealing with the Deer Island residents at Brooke House, a Policy Advisory Committee meeting was held in September. At this time, Deer Island personnel, MHHI program directors and Peter Flynn, Director of Operations for MHHI, met to clarify and update the policies at Deer Island.

The use of community resources is a major component of meeting the goals and objectives of the program. During 1980, our relationship with employment, vocational/educational, psychological counseling and other social agencies continued to be enhanced and expanded. At the end of the annual report is a list of most frequently used resources, all of whom have aided Brooke House in reaching its projected goals. The staff of Brooke House continues to seek out and utilize all available resources, both locally and city-wide, entering into beneficial relationships with the agencies in an effort to assist our clients in meeting their contractual agreements and being released with a stable plan for futures.

## STAFF CHANGES

1980 was an active year for staff changes. Fortunately most of our vacancies were filled by existing MHHI personnel who qualified, thus foregoing many of the usual adjustment problems with change.

In May, La Verne Saunders was promoted from Head Counselor at Brooke House to Administrator of the Temporary Housing Program. Gene Anderson was promoted to replace La Verne, and in July was transferred to be the counselor at Coolidge House. In July, Don Forest was then moved up to Head Counselor.

Our Counseling staff was equally as active: Joe Centrella left us in January to work for the Department of Correction, Gene and Anderson and Don Forest were promoted (as indicated above). Marcia Weiss left us in December to continue her education. Paul White and Deborah Cocco have been hired as counselors (Paul was a volunteer night counselor).

William Preseau began the year as our Assistant House Manager and was promoted to counselor at THP, and has since left the agency to pursue a career in private business.

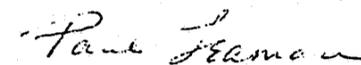
## CLIENT FLOW ANALYSIS

In 1980, 135 clients were released from Brooke House, 98 were complete, indicating an increase of 3% for federal residents, 2% for state pre-release residents and 8% for post-release residents. Of the 98 complete residents, 85 were employed and the remainder were involved in educational or vocational training upon release. Attached is a statistical analysis which outlined the Brooke House accomplishments for the year.

## CLIENT PROFILE

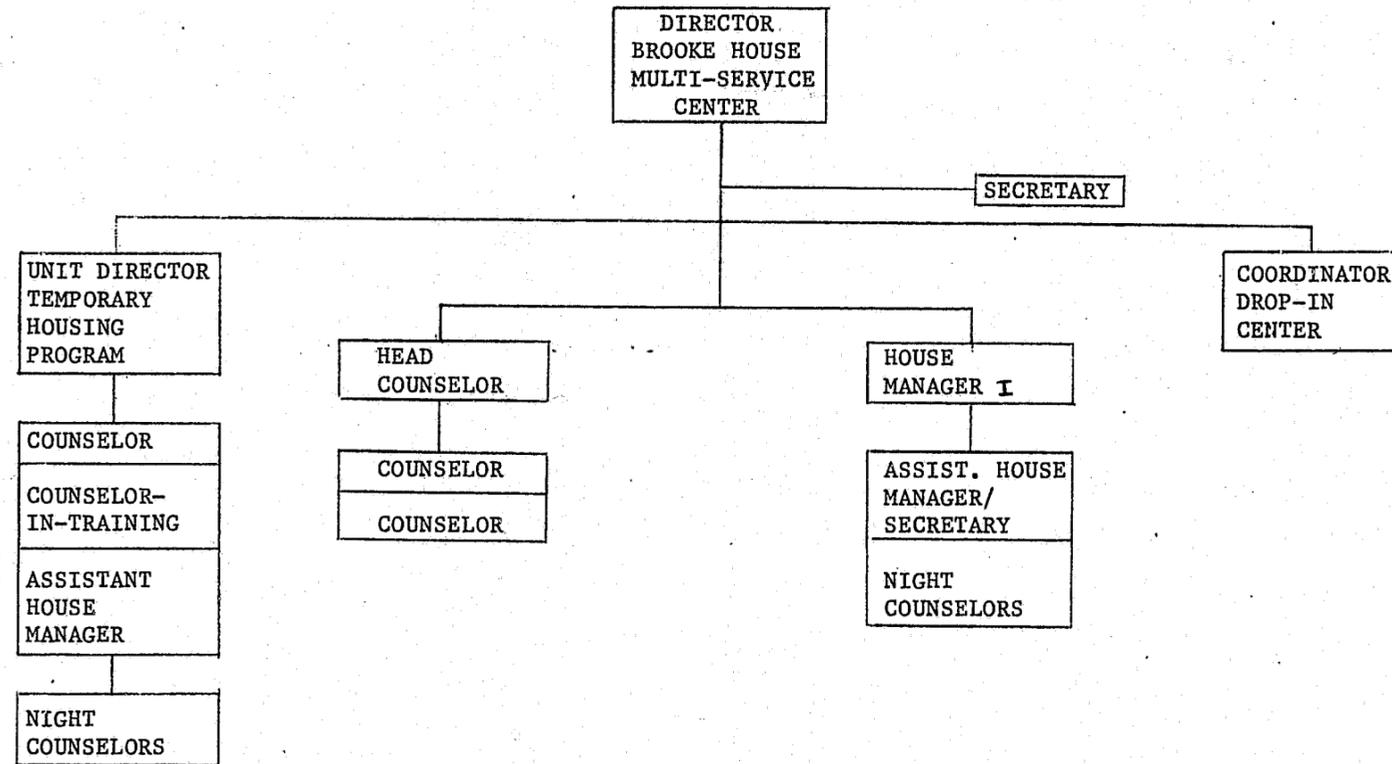
The average Brooke House resident in 1980 was a white male who was approximately 31 years of age. This client was a state pre-release resident, who was single, and had an 11th grade level education. Although the average client was considered unskilled, the skill level were evenly distributed (skilled 27%, semi-skilled 32% and unskilled 41%). Finally, the average client was free of drug dependence, which is a decrease in past situations.

Respectfully submitted,



Paul E. Leaman  
Multi-Service Center  
Director

MASSACHUSETTS HALF-WAY HOUSES, INCORPORATED  
Brooke House Multi-Service Center  
ORGANIZATIONAL CHART



PROGRAM: Brooke House  
 TIME PERIOD: January-December, 1980

MAN DAYS: 10,087  
 # RELEASED: 135  
 # COMPLETE: 98  
 # INCOMPLETE: 28  
 # NEUTRAL: 9

AVERAGE POPULATION: 28  
 ANNUAL GOAL: 81%  
 PERFORMANCE: 78%  
 DISCREPANCY: -3%

SERVICE CATEGORY	GOAL	PERFORM- ANCE	DISCREP- ANCY	PRIOR YEAR
<b>CLIENT FLOW</b>				
(1) # Federal Residents: <u>24</u>	90%	96%	+6%	93%
# Complete: <u>23</u>				
# Incomplete: <u>1</u>				
# Neutral: <u>1</u>				
(2) # State Pre-Release: <u>43</u>	85%	72%	-13%	70%
# Complete: <u>31</u>				
# Incomplete: <u>12</u>				
# Neutral: <u>5</u>				
(3) # State Post-Release: <u>33</u>	75%	82%	+7%	74%
# Complete: <u>27</u>				
# Incomplete: <u>6</u>				
# Neutral: <u>2</u>				
(4) # Deer Island/METAC: <u>DNA</u>	DNA	DNA	DNA	DNA
# Complete: <u>---</u>				
# Incomplete: <u>---</u>				
# Neutral: <u>---</u>				
(5) # Deer Island/PRR: <u>18</u>	75%	61%	-14%	65%
# Complete: <u>11</u>				
# Incomplete: <u>7</u>				
# Neutral: <u>1</u>				
(6) # Others: <u>8</u>	75%	75%	0	0
# Complete: <u>6</u>				
# Incomplete: <u>2</u>				
# Neutral: <u>0</u>				
<b>RELEASES/COMPLETE</b>				
<b><u>Vocational Status</u></b>				
Total #:		<u>88*</u>		
(1) # Employed: <u>85</u>	95%	97%	+2%	92%
(2) # In School: <u>7</u>				

STATISTICAL ANALYSIS: BROOKE HOUSE 1980

Number in residence 1/1/80: 25  
 Total intake for 1980: 130\*  
 Total releases during 1980: 126\*  
 Number in residence 12/31/80: 29

\* These figures do not include neutral releases.

ETHNIC DISTRIBUTION: (N=126)

Caucasian: 85 (68%)  
 Black: 38 (30%)  
 Spanish: 3 (2%)  
 Other: 0

AGE DISTRIBUTION: (N=126)

Range: 19 to 64  
 Mean: 31.5  
 Median: 28  
 Mode: 25

EDUCATIONAL LEVEL: (N=126)

Range: 0 to 19  
 Mean: 11.2  
 Median: 9.5  
 Mode: 12

MARITAL STATUS: (N=126)

Single: 85 (68%)  
 Married: 25 (19%)  
 Divorced: 9 (7%)  
 Separated: 7 (6%)

EMPLOYMENT SKILL LEVEL: (N=126)

Skilled: 34 (27%)  
 Semi-skilled: 40 (32%)  
 Unskilled: 52 (41%)

RESIDENT STATUS: (N=126)

State pre-release: 43 (34%)  
 State post-release: 33 (26%)  
 Federal: 24 (19%)  
 County: 18 (14%)  
 Other: 8 (7%)

SUBSTANCE ABUSE PROBLEMS: (N=126)

Drugs: 46 (37%)  
 Alcohol: 12 (9%)  
 Both: 18 (14%)  
 None: 50 (40%)

SEX: (N=126)

Male: 103 (82%)  
 Female: 23 (18%)

COMPLETION RATE BY SEX:

Male: Releases: 103 Complete: 80 Performance: 78%  
 Female: Releases: 23 Complete: 18 Performance: 78%

SERVICE CATEGORY	GOAL	PERFORM- ANCE	DISCREP- ANCY	PRIOR YEAR
(3) # In Training:	15			
(4) # Upgrading Skill:	31	40%	32%	-8%
(5) # MRC Status 10 or funded training:	14	40%	14%	-26%
(6) # Earning minimum of \$3.25/hour:	85	85%	97%	+12%
<u>Financial Management Status</u>				
(1) # Engaged in positive credit building:	40	50%	41%	-9%
(2) # Avg. Savings (Fed.):	\$601	\$500	\$601	+\$101
(3) # Avg. Savings (others):	\$333	\$300	\$333	+\$33
<u>Sources of Community Support</u>				
(1) # participating in out-residency:	34	75%	79%	+4%
(2) # eligible:	43			
(3) # relocated to new community:	46	60%	47%	-13%
(4) # volunteer work:	61	50%	62%	+12%
(5) # new group activity:	64	75%	65%	-10%
<u>RELEASES/INCOMPLETE</u>				
(1) # Incomplete:	28			29
(2) # vocational placement:	15		54%	15
# employed:	15			15
# in school:	0			0
# in vocational training:	0			0
# MRC status 10 or beyond:	0			0
# no placement:	14			14
(3) Avg. amount saved:	\$36		\$36	\$29
(4) Avg. length of stay:	29 days		29 days	39 days
Additional information/comments:				
* There were 10 residents who arrived at the program either unemployable due to their physical condition or were transferred to more appropriate programs due to substance abuse problems.				

## FINAL PROGRESS REPORT

RE: Jane Wilson

Jane Wilson arrived at Brooke House on pre-release status on February 27th, 1980, from MCI-Framingham, where she had served five months of a twelve month sentence for uttering and forgery. She is a thirty-one year old Black woman who is the mother of two children.

### House Adjustment:

Jane's adjustment to the program started off slowly due to the death of her father, an outstanding medical problem, and an encounter with drugs. She was able to discuss these issues openly with her counselor, which helped her to resolve the issues early in her program. She also became involved in the Resident Executive Committee, which gave her more self confidence and the ability to work out issues in a rational manner. She was an active participant in groups and was instrumental on one occasion in convincing another resident to return to the program from AWOL status.

### Employment and Finances

Jane became employed at the CETA office on 17 Water Street in Boston during her second week of the program. She was hired as a typist/receptionist at \$156.00 a week and she maintained this job throughout the program. She also, due to her accomplishments at her job, was able to enroll in a computer programming course at Boston University, which is funded by CETA. Jane saved \$350.00 by her completion date and was able to support her two children with the aid of her mother.

### Therapy

After Jane demonstrated a weakness in her past use of heroin, she was referred to her drug counselor at FIRST, Inc. She attended sessions twice weekly for the duration of her program, and told her counselor that the support was helping her not to return to drugs.

### Community Involvement

After her initial problems were resolved, Jane made good use of leisure time. Although much of her time was spent with her children, she also became involved in other activities. She enrolled as a volunteer at Cooper Community School in Boston, working closely with her supervisor. Jane became involved in the pre-school children's activities, which she felt gave her a better understanding of her own children's needs.

### Summary

While in the program, Jane built up her self confidence and ability to make decisions through her employment, therapy and community work. She was able to overcome her problems by learning to discuss things openly with her counselor and to face issues on a day-to-day basis. She completed the program on May 29th, 1980, after fulfilling all her contract requirements. She is living temporarily with her mother and two children at her mother's house and plans to get her own apartment after saving enough money.

MHHI FEDERAL CREDIT UNION #18932  
307 Huntington Avenue  
Boston, MA

The Massachusetts Half-Way Houses, Inc. Federal Credit Union was incorporated in August, 1968, as the *first* federally chartered credit union for ex-offenders. Since that time, the Credit Union has established a strong tradition of providing financial assistance and financial planning to the clients and/or residents of MHHI.

Membership in the Credit Union is not limited to MHHI clients and/or residents, but is open and available to all staff, corporate members, and their families and friends. The major goal of the Credit Union is to provide immediate savings and loan opportunities to ex-offenders specifically, but to all members generally. By providing this service, the Credit Union significantly aids the clients in attaining contractual goals of establishing positive credit or financial status.

The Credit Union goal is reinforced by all MHHI programs. Upon acceptance into a program, residents are made aware of the Credit Union and its operation. They are encouraged to gradually assume responsibility for their own financial management by becoming an active member of the Credit Union, and by maintaining a savings from which loans may be withdrawn and repaid.

An entrance fee of fifty (50¢) cents gains membership into the Credit Union, after which individuals may deposit money and accumulate shares in \$5.00 increments. Once an established member of the Credit Union, loans may be applied for, with the maximum amount being borrowed at any one time limited to \$200 at 12% interest. In order for members to receive loans, they must meet collateral savings requirements, have the approval of their counselor or program director, and participate in an interview with a member of the Credit Union's Credit Committee.\* When a loan is repaid, a record of timely repayment is filed with the Credit Bureau Service, a nationwide credit rating agency. Thus, through the loan process, a member not only benefits from the experience of borrowing and repaying a loan, but also begins to establish a positive credit rating.

Presently, the Credit Union has \$18,203.16 invested in the ICU Government Securities Program, providing a secure investment and a floating, high yield interest rate. (In November, 1980, the effective annual interest rate was 13.86%.) There are currently three hundred seventy three (373) members of the MHHI Credit Union, holding share accounts amounting to \$10,143.52. Of these members, approximately one hundred seventy five (175) are active members of the Credit Union. In 1980, one hundred thirty one (131) loans were granted, amounting to \$10,253.00; and \$8,889.27 was received toward total repayment.

The Credit Union is located in the building which also houses the Coolidge House Program, the MHHI Corporate Office, the Probation Residential Program and the Juvenile Justice Management Training Program. It is open from 4:00 P.M. to 7:00 P.M. on Tuesdays and Fridays. It is governed by a Board of Directors who are drawn from MHHI staff and Corporate members. The Board of Directors is divided into committees (\*the Credit Committee being one) which reviews, supervises

and otherwise oversees the operation of the Credit Union. An Information Officer conducts orientation sessions at all MHHI programs periodically during the year, encouraging residents, staff and friends of MHHI to support and participate in the Credit Union activities.

The operation of the Credit Unit is directed by a Board of Directors who supervise several committees, as indicated in the following chart:

President: Mary Sargent  
Vice President: Peter Flynn  
Treasurer: Eric Lifton  
Members: Ray Barton, Peter Lawrence,  
Jeff Sargent, Darrel Cole

CREDIT COMMITTEE  
Eric Lifton  
Hope Matthiessen

SUPERVISORY COMMITTEE  
James Michael Hayes  
C. Margarete Gibson  
Marvin Byrd

INFORMATION OFFICER  
Kathleen McGlone

The Credit Union is managed by Sally Hogan who is also supervised by the Board of Directors, and Paul Mellen has the responsibility as Security Officer. (Esor Grimberg, a part-time employee of MHHI, provides the bookkeeping expertise for the Credit Union.)

Respectfully submitted,

Mary E. Sargent  
Mary Sargent, President

Sally Hogan  
Sally Hogan, Manager

TEMPORARY HOUSING PROGRAM  
79 Chandler Street  
Boston, MA

GOALS AND OBJECTIVES

Temporary Housing Program (THP), which is MHHI's second residential program, began in 1971. It is a twenty-two (22) bed, four (4) to eight (8) week residential program for male pre or post-release or court diversion clients. It is tailored to meet the needs of clients requiring less support and assistance than clients in the other MHHI programs, and as such is MHHI's shortest residential program. Funded by a unique joint venture between the Employment and Economic Policy Administration (EEPA) and the Boston Penal Institutions Department (PID), THP accepts clients from county, state and federal institutions. As in other MHHI programs, *Reality Therapy* and Mutual Agreement Programming (MAP) are the primary treatment modalities.

The goals and objectives of THP are to assist clients in finding suitable housing, employment, vocational or educational training, and to provide resources for mental health counseling, substance abuse therapy other other needed social services. The program is structured to resemble living conditions in the community-at-large, and to foster responsible employment, financial management and social behavior.

HIGHLIGHTS OF 1980 ACTIVITIES

Temporary Housing Program is located on the fourth floor of the Brooke House. As a result, many of the activities are shared with the Brooke House staff and residents. THP participated in the annual Thanksgiving dinner, and in the Ellis Memorial Christmas party, as well as other functions throughout the year.

THP was visited by representatives of the Department of Correction, Deer Island, the Federal Bureau of Prisons, the Federal Probation Department, MCI Norfolk and also from the Charlotte House Pre-Release Center for Women. Visitors are always welcomed and encouraged to tour the MHHI programs, and we look forward each year to these occasions.

I had the opportunity to attend and participate in the American Correctional Association's 110th Congress which was held in San Diego, California. This was an outstanding conference to attend and to share and receive information from correctional people from all areas of this country and Canada. It was even more meaningful to me, as J. Bryan Riley was the Program Chairman for the Congress.

Tahra Richardson, Counselor at THP, attended the annual Department of Correction Manpower Conference, as well as attending a staff meeting of Shelter, Inc. to explain the program at THP. Tahra also joined several other MHHI personnel at Northeastern University's career night at which time all MHHI programs and volunteer recruitment drives were explained. (Tahra is also a member of a trio who provided excellent entertainment at the Brooke House/THP Thanksgiving celebration.)

Another counselor, Michael Osborne, who attends the Berkley School of Music, also provided entertainment at the Thanksgiving dinner. Many people contributed to make this dinner enjoyable, and we are grateful that our staff had this chance to participate.

## HOUSE MANAGEMENT

When an individual becomes a resident of an MHHI program, he is expected to deal constructively with the issues necessary for a successful completion of the program. Each resident must become an active member of the program, and to promote this, each resident is given daily details to assist in the upkeep of the house. We are fortunate in being able to use the many skills and talents of our residents in keeping housekeeping chores and repairs done. Arrangements are, of course, made to allow for a resident's employment schedule, etc., but each resident contributes significantly to the maintenance of the house. This requirement serves also to instill in the residents the basis of group responsibility, cooperative living and the basic, necessary skills for taking care of himself when he leaves the program.

In 1980, several house maintenance projects included painting hallways and baseboards; stripping and refinishing woodwork; building bookshelves and mailboxes for the residents; rebuilding the residents' showers; and refinishing several desks, tables, chairs and cabinets. Also, the fourth floor lounge was converted into needed office space.

Chairs, curtains and other essentials were purchased during the year; however, THP was pleased to have donated to the program (by a former resident), a refrigerator for use in the residents' lounge. A revised system for keeping inventory of program supplies, contents of residents' rooms, and office and common area supplies was completed.

Finally, as indicated previously in the Brooke House report, the fourth floor, which houses THP, suffered minor damage from a fire. As a result, the fire alarm system and fire extinguishers were revamped and the room which was damaged was renovated.

## COUNSELING OPERATIONS

During 1980, THP strived to maintain consistency of service, and accountability of residents and staff. Although problems are not totally unavoidable, several measures were used regularly to avert crisis situations. Regular contraband searches and increased drug surveillance prevented serious substance abuse problems. Increased monitoring of MAP goals, and an ongoing review of referral sources was done in an effort to more effectively assist the clients in attaining the goals established in their program.

The Resident Executive Committee (REC) was very active throughout the year, and was strongly supported by staff. The REC was responsible for opening the House Business meetings, handling new resident intakes, assisting in the monitoring of the residents' fund, and in resolving problems among the residents. Participation in the REC, by all residents, was very positive throughout the year. The Residents' fund is built from small weekly contributions from employed residents and is used by unemployed residents for car fare and other incidental expenses during job searches. It is also used for emergencies for which money is not otherwise available.

Involvement in funded training, volunteer work and new group activities is always given close attention by staff. Reviewing client flow goals and performance standards encourages staff to constantly seek new resources and increase the utilization of active ones. During 1980, our residents were very active in many community projects which included:

- supervising activities at the Roxbury Boys' Club
- assisting the Ellis Memorial Neighborhood Center with several annual programs
- attending group counseling sessions at the Third Nail Drug Rehabilitation Program
- man the Lemuel Shattuck Hospital Alcohol hotline
- helping with the City of Lynn Christmas party
- coaching and referee the SNAP Baseball League games

These are just a few of the activities and organizations the residents became involved with during their stay at the Temporary Housing Program. This also has proven to be a valuable tool in helping the residents reach and maintain the program contract goals. The residents enjoy the involvement and the sense of offering a service within the community.

## STAFF CHANGES

The Temporary Housing Program enjoyed a successful year in which everyone worked effectively with our clients. The program's success is of course due to the combined efforts of many people, including the full time staff, night counselors and so many others. As in other programs, THP experienced staff changes during the year. They are:

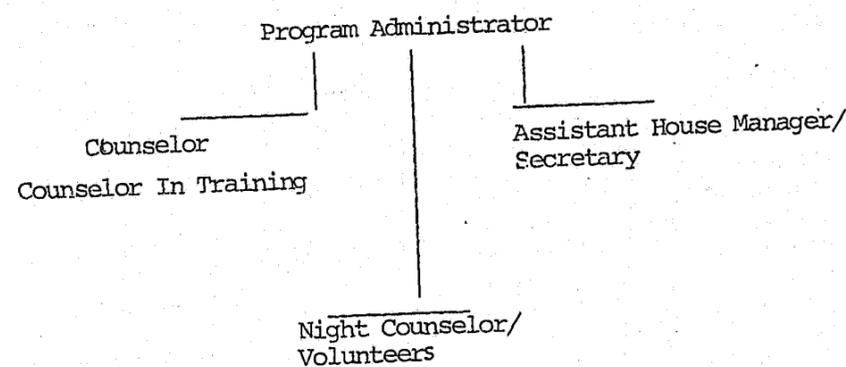
I assumed the position of Administrator of THP after having been the Head Counselor at Brooke House. I replaced Marvin Byrd who was promoted to Director of 577 House.

Our counseling staff consisted of Tahra Richardson, William Preseau, Donald Forest, Michael Osborne, Paul White, Marcia Weiss, and James Turner. Several of these people have gone on to other agencies, and several are still with MHHI programs.

The Assistant House Manager/Secretary position was held by Rose Preseau, Marie O'Neil, Anne Feely, Tina Mappa and Holly Martin during the year. Several of these people moved from night counseling positions into this full-time position, and have since accepted other positions outside of MHHI.

Presently Macsutton Zamore is our Counselor, Virginia Pratt is THP Counselor-in-Training and Suzan LeBlanc is the AHM/Secretary. Each of these people also were former volunteer night counselors.

STAFF ORGANIZATIONAL CHART



CLIENT PROFILE

The typical Temporary Housing Program resident in 1980 was a single, Black male, 26 years of age, with an educational level of the tenth grade. He was commonly unskilled. His crime was usually related to substance abuse and financially motivated.

At the completion of his program at THP, this resident averaged \$247.00 in savings, had a decent job paying more than \$3.25 per hour, and had a source of community support established through volunteer work or new group activity.

Respectfully submitted,

*LaVerne B. Saunders*  
LaVerne Saunders, Administrator

PROGRAM:  
TIME PERIOD:

Temporary Housing Program  
January-December, 1980

MAN DAYS: 5786

AVERAGE POPULATION: 16

# RELEASED: 114  
# COMPLETE: 81  
# INCOMPLETE: 20  
# NEUTRAL: 13

ANNUAL GOAL: 81 %  
PERFORMANCE: 80 %  
DISCREPANCY: -1 %

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
<b>CLIENT FLOW</b>				
(1) # Federal Residents:	90%	100%	+10%	78%
# Complete:				
# Incomplete:				
# Neutral:				
(2) # State Pre-Release:	85%	83%	-2%	91%
# Complete:				
# Incomplete:				
# Neutral:				
(3) # State Post-Release:	75%	71%	-4%	91%
# Complete:				
# Incomplete:				
# Neutral:				
(4) # Deer Island/METAC:	75%	81%	+6%	71%
# Complete:				
# Incomplete:				
# Neutral:				
(5) Deer Island/PRR:	75%	0%	-75%	75%
# Complete:				
# Incomplete:				
# Neutral:				
(6) # Others:	75%	67%	-8%	100%
# Complete:				
# Incomplete:				
# Neutral:				
<b>RELEASES/COMPLETE</b>				
<u>Vocational Status</u>				
Total #:	80 *	95%	94%	-1%
(1) # Employed:	75			
(2) # In School:	8			
(3) # In Training:	15			
(4) # Upgrading Skill:	28	40%	35%	-5%
*1 Resident - Totally Disabled Not Included				

SERVICE CATEGORY	GOAL	PERFOR- MAN	DISCRE- PANCY	PRIOR YEAR
(5) # MRC Status 10 or funded training: <u>16</u>	40%	20%	-20%	35%
(6) # Earning minimum of \$3.25/hour: <u>72</u>	85%	96%	+11%	84%
<u>Financial Management Status</u>				
(1) # Engaged in positive credit building: <u>14</u>	35%	17%	-18%	34%
(2) Avg. Savings (Fed.): <u>1582/7</u>	\$250.00	\$226.00	-24.00	388.00
(3) Avg. Savings (others): <u>19125/69</u>	\$150.00	\$277.00	+127.00	201.00
<u>Sources of Community Support</u>				
(1) # participating in out-residency: <u>6</u>	75%	40%	-35%	35%
(2) # eligible: <u>15</u>				
(3) # relocated to new community: <u>33</u>	50%	41%	- 9%	54%
(4) # volunteer work: <u>23</u>	50%	28%	-22%	17%
(5) # new group activity: <u>19</u>	75%	24%	- 51%	55%
<u>RELEASES/INCOMPLETE</u>				
(1) # Incomplete: <u>20</u>				18
(2) # vocational placement: <u>13</u>		65%		18
. # employed: <u>10</u>				7
. # in school: <u>1</u>				3
. # in vocational training: <u>1</u>				0
. # in MRC status 10 or beyond: <u>1</u>				8
. # no placement: <u>-</u>				0
(3) Avg. amount saved: <u>1006/20</u>		50 days		33 days
(4) Avg. length of stay: <u>894/16</u>		\$56.00		\$12.63

RESIDENT PROFILE  
Statistical Analysis

Number in residence as of January 1, 1980: 17  
 Total intake during 1980: 114  
 Total releases during 1980: 114 \* 13 Neutral  
 Number in residence on December 31, 1980: 17

Total resident Man Days for 1980: 5786

Ethnic Distribution

(N= 101)

Caucasian: 44%  
 Black: 48%  
 Spanish: 7%  
 Other: 1%

Education Level

(N= 101)

Range: 3 to 16 grade  
 Mean: 10  
 Median: 11  
 Mode: 12

Employment Skill Level

(N= 101)

Skilled: 29%  
 Semi-Skilled: 33%  
 Unskilled: 38%

Age Distribution

(N= 101)

Range: 17 to 52 years  
 Mean: 26  
 Median: 29.5  
 Mode: 26

Marital Status

(N= 101)

Single: 75%  
 Married: 16%  
 Divorced: 4%  
 Separated: 5%  
 Widowed: 0%

Resident Status

(N= 101)

State Pre-Release: 41%  
 State Post-Release: 7%  
 Federal: 7%  
 County: 36%  
 Other: 9%

Substance Abuse Problems

(N= 101)

Drugs: 38%  
 Alcohol: 21%  
 Both: 8%  
 None: 33%

## FINAL PROGRESS REPORT

RE: Norman Bromlett

Norman Bromlett arrived at the Temporary Housing Program on March 19th, 1980, on Parole Status. He was referred to Temporary Housing Program by his Parole Officer as the result of his reverting to drugs while on parole. Mr. Bromlett had previously participated in the Temporary Housing Program in 1978.

### VOCATIONAL DIRECTION

Mr. Bromlett was employed on arrival at Triangle Tile, Inc., located at 37 Weston Street in Revere, as a floor coverer, earning \$200 per week, gross salary. He retained his CETA eligibility status from his prior status at THP, and continued his enrollment in the union school, Local 24, in Revere. Upon completion of the course, his future earning power can be expected to increase significantly.

### FINANCIAL MANAGEMENT

Mr. Bromlett expressed a strong need for savings when he began the program; however, a work week of only 35 hours combined with weekly deductions made saving difficult. By the end of his program he had saved only \$75. His outstanding debt to the South Boston Probation Department continued to be a strong priority when he left the program. He was able to repay a debt owed to his employer for previous salary advances.

### COMMUNITY SUPPORT

Prior to his arrival, Mr. Bromlett had suffered an episode of drug use which required detoxification, arranged through a community drug abuse program. While at THP Mr. Bromlett continued counseling sessions at that program. Another manstay of support for his was his mother, who lives in Chelsea. His brother, a negative influence on him as a drug user, had left home, leaving his family without an appropriate base of financial support.

### PROGRAM ADJUSTMENT

During the first week of his arrival, Mr. Bromlett made an effective adjustment to the program, adhering to his daily structure, keeping his counselor informed of changes in his daily routine, and making all necessary call-ins. On April 23rd, after suffering severe injury to his right hand at work, he telephoned his counselor on the way to the hospital. He arrived at the program at one o'clock a.m., with his hand in a plastic bandage, and gave his counselor his prescription for codeine, for proper dispensing.

Two days after his arrival during a rent meeting, he became agitated over the question of spending pass (overnight) time with his family, and he became loud and argumentative. He was encouraged to contact his parole officer in order to clarify his position in the program. After being assured that his counselor supported his right to visit his family, he came to terms with his need for the program, becoming a fine example to other residents in terms of meeting programmatic goals. He also handled his in-house responsibilities positively.

### SUMMARY

Mr. Bromlett's overall positive adjustment to the program in a short time augurs well for the development of his community relations, providing that he can contain his tendency to become agitated and argumentative towards authority. Generally, he does not appear to need in-depth counseling, but might well profit from an informal support group during times of stress or transition. He continues as an out-patient at his community substance abuse program.

In terms of money management, his tendency to borrow freely and to procrastinate in repayment interfered with his savings plans and left him with only \$75 at the end of his program. His did, however, have a stable and adequate source of income and a suitable living plan upon leaving the program.

Given stable employment, good community support and effective program adjustment, prospects for a positive adjustment to community life appear good, although his problem of handling finances may prove a stumbling block to future success.

BOSTON OFFENDER SERVICES PROJECT  
79 Chandler Street  
Boston, MA

GOALS AND OBJECTIVES

Begun in 1972, the Boston Offender Services Project (BOSP) is a non-residential program of four (4) to six (6) weeks average duration. BOSP serves men released from the Suffolk County House of Correction at Deer Island, and is funded under a contract from the Boston Penal Institutions Department (PID), with support from the Employment and Economic Policy Administration (EEPA) and the Mayor's Office of Public Safety (MOPS). BOSP is the only program of its type in New England, and one of the first in the United States, which provides financial assistance, housing, employment and vocational training, and other social service referrals to clients.

BOSP is capable of providing services for up to thirty (30) non-residential clients, per month. Financial assistance is provided through a unique arrangement with the PID. In addition, BOSP can purchase bed space for up to nineteen (19) clients from Deer Island who are eligible for pre-release and who request drug, alcohol or psychiatric residential treatment placement. This placement is also accomplished through the arrangement with PID. Through the support received from the EEPA, the program purchases vocational training, and provides stipends to eligible clients.

An additional segment of the BOSP program involves services to clients referred from the Program Services Unit of the Charles Street Jail, Boston. Through the relationship with the Charles Street Jail, BOSP provides programmatic assistance to people who are unable to make bail while awaiting trial, and to people who may be put on probation status.

During the time that BOSP provides services, it is expected that the client will establish a place to live and a stable source of income.

HIGHLIGHTS OF 1980 ACTIVITIES

Unfortunately budget cuts and contract cancellations have restricted the number of clients that could have been served, and curtailed the range of services which BOSP has historically provided. In June, the regular BOSP and vocational training funded by PID were held in abeyance pending contract renegotiations. As a result of these contract delays, the remaining BOSP programs were restricted during the summer and throughout much of the fall. There were no new vocational training placements after August because of the limited funding, and only emergency cases received services through the regular BOSP. (Regular BOSP services being those services not involving residential needs.)

The contract with EEPA was not renewed due to budget cuts within that agency. This, coupled with the fact that the BOSP contract with PID was delayed for over four (4) months, resulted in a reduction of the number of clients served in the regular BOSP category.

However, despite the problems encountered with contracts, a significant number of clients continued to receive services from BOSP in 1980, and sufficient funds are available to adequately serve all clients referred during the remainder of the contract period.

[In order to allocate more funds for direct client services, and at the same time provide a reasonably full range of services, BOSP has reduced its staff, and made the secretarial position part-time. Thus, ample funding will be available through the end of the contract year (June 30, 1981) for BOSP to provide services to its clients.]

COUNSELING/SERVICES OPERATIONS

BOSP is designed to assist two (2) types of referrals. BOSP-PRR are referrals from Deer Island who are considered "pre-release residency" clients. They are referred prior to the expiration of their term, and generally are accepted as residents at MHHI residential programs or other residential programs in the community. BOSP supplies the funds necessary for their shelter. BOSP-Regular clients are those who have completed their term, or have been paroled, and referred from Deer Island to the community and need assistance with basic or incidental costs (money for clothes, care fare during job searches, food).

The most unique aspect of BOSP, which is an exceptionally innovative program, is the flexibility of the services provided, and the ability to "tap-into" existing services and programs. By making full use, through a creative format, of the various services available in the community, BOSP is able to supply the men from Deer Island with the needed basics. These needs range from suitable clothes to money for meals (often the men are released from the institution with only the clothes on their back, and one day's living expenses). BOSP becomes the source of directing these men into constructive lives so that they may reintegrate into the mainstream of society and keep themselves out of trouble.

The philosophy of BOSP states that if the basic needs are satisfied and a little direction is offered, identifying resources and needs, the majority of the men coming from Deer Island will turn their own lives around, and begin to live more constructively and law-abiding. These are generally men who do not need intensive counseling or other assistance in the reintegration process, but simply need some immediate basic needs met and satisfied.

During 1980, BOSP provided services of the types indicated above to seven hundred thirty-three (733) clients (see analysis attached). There were seventy-four (74) BOSP-Regular clients, twenty-nine (29) BOSP-PRR clients, and the remainder were clients who received federally funded vocational training placements or were supervised day release clients (from Deer Island on furlough or work release).

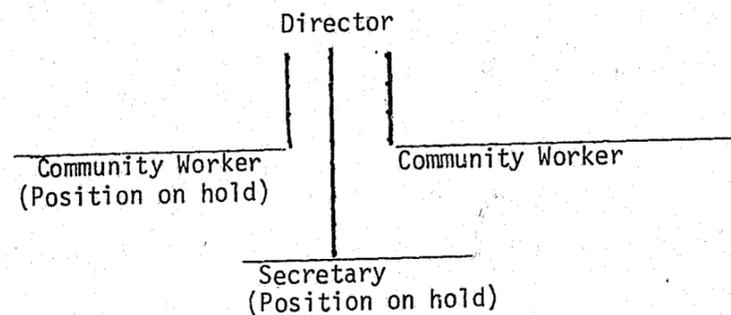
STAFF CHANGES

In May, Kenneth Smith, who had been the BOSP Administrator for several years, resigned to accept a position with the Roxbury District Court. I was transferred from my position as Director of another MHHI program to assume the responsibilities as BOSP Administrator.

The BOSP secretary, Laureen Morrow, and Luis Santiago, Community Worker, resigned during the year to pursue other interests. Hope Matthiessen, formerly a counselor at 577 House, was hired to replace Luis. Florence Thompson, a long time BOSP employee, resigned and accepted the position of Head Social Worker at Deer Island, in which capacity she continues to work closely with BOSP, providing continuity between the two programs.

The staff at BOSP participated in and attended several training seminars during 1980. Hope Matthiessen attended the Juvenile Justice Management Training Program's five (5) day institute held in North Andover, MA. Florence Thompson represented BOSP at the Department of Correction's annual job mart which was held at the Copley Plaza Hotel, Boston. I was a consultant for two (2) of the Juvenile Justice Management Training Program's institutes, and provided in-service training on the recruitment and training of volunteers. I also provided consultation to the Worcester Employment Resource Center in financial assistance.

STAFF ORGANIZATIONAL CHART



Respectfully submitted,

*Eric E. Lifton*

Eric Lifton, Director

BOSTON OFFENDER SERVICES PROJECT

ANNUAL REPORT 1980

SERVICE CATEGORY: REGULAR BOSP	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR	
<b>1. Program Completions</b>					
# Total	70	90%	95%	+5%	88%
# Employed	26				
# In School	4				
# Vocational Training	13				
# Mental Health	1				
# Alcohol Program	3				
# Drug Program	2				
# General Relief	7				
# No Placement	14				
<b>2. Releases/Incomplete</b>					
# Total	4		5%		12%
# Employed	0				
# In School	0				
# Vocational Training	0				
# Mental Health	0				
# Alcohol Program	0				
# Drug Program	0				
# General Relief	0				
# No Placement	4				
<b>3. D.I. Parolees</b>					
# Complete	28	90%	97%	+7%	90%
# Incomplete	1				
<b>4. D.I. Sentence Complete</b>					
# Complete	41	90%	95%	+5%	88%
# Incomplete	3				
<b>5. C.S.J. Pre-trial</b>					
# Complete	1	90%	100%	+10%	100%
# Incomplete	0				
<b>6. C.S.J. Probation</b>					
# Complete	Nil				60%
# Incomplete	Nil				
<b>7. In MRC Status 10 or above</b>					
# Complete	14	25%	20%	-5%	21%
# Incomplete	Nil				

SERVICE CATEGORY, REGULAR BOSP	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
8. Relocated # Complete <u>37</u> # Incomplete <u>2</u>	50%	53%	+3%	60%
9. Average length of stay # Complete # Incomplete		26 days 21 days		25 days 21 days
10. Average cost per day # Complete # Incomplete		\$ 5.80 \$ 6.20		\$8.50 \$5.20
11. Minimum salary 3.25 per hour # Complete <u>19</u> # Incomplete <u>Nil</u>	85%	73%	-12%	68%
PRE-RELEASE BOSP				
1. Pre-release # Complete <u>19</u> # Incomplete <u>10</u>	75%	53%	-22%	63%
2. Pre-release Placement # Alcohol Program <u>1</u> # Drug Program <u>3</u> # Mental Health <u>Nil</u> # MHHI <u>25</u>				
3. Average stay: MHHI # Complete # Incomplete  NON-MHHI # Complete # Incomplete		61 days 29 days  51 days 34 days		65 Days 21 days  48 days 31 days
4. Average cost per day: # Complete # Incomplete		\$18.00 \$20.00		\$18.00 \$13.00

SERVICE CATEGORY: Pre-release (con't)	PERFORMANCE	PERFORMANCE PRIOR YEAR
PROGRAM COMPLETIONS		
# Total	19	29
# Employed	11	18
# In school	1	2
# Vocational training	3	4
# Other	2	3
# No Placement	2	2
1. Type of treatment: # Alcohol program # Drug program # Mental Health # MHHI	3 2 Nil 14	3 - Nil 26
2. Release status # Pre-release # Parole	17 2	19 10
INCOMPLETE RELEASES		
# Total	10	17
# Employed	2	2
# In school	1	1
# Vocational training	1	1
# Other	Nil	1
# No Placement	6	12
1. Type of treatment: # Alcohol program # Drug Program # Mental Health # MHHI	Nil 2 Nil 8	3 2 Nil 12
2. Release status # Pre-release # Parole	8 2	11 6

CASE STUDY, BOSP

Stephen Smith

BACKGROUND

Stephen Smith was referred to BOSP by his probation officer for assistance with placement in a vocational training program. Stephen had been released from the Deer Island House of Correction after serving nine months for Breaking and Entering during the day time. Immediately after his release Stephen worked at two jobs, one in a gas station and the other as a bus-boy in a restaurant. He quit both jobs after several weeks indicating that he thought the pay was too low and the employer often wanted him to work overtime. A high school drop out, Stephen did not have any skills and hence his referral to BOSP.

BOSP PLACEMENT

Stephen was referred to the Boston Employment Resource Center (BERC) for intake, assessment, and to determine whether or not he was eligible for CETA. At BERC Stephen was assessed and received Pre-employment Training. It was determined that Stephen was CETA eligible.

At BOSP Stephen was assigned to a Community Worker and several vocational training programs were discussed with Stephen. At the time Stephen had a choice of several trades training programs including basic construction work, and apartment rehabilitation as well as a number of state approved short term trades training programs. After looking at the literature and taking two trips to visit the sites of the programs, Stephen enrolled with Low Cost Housing to learn apartment rehabilitation and renovation. On July 10th Stephen began the three month program.

FINANCIAL MANAGEMENT

Since Stephen was without funds and appropriate clothing, BOSP provided emergency financial assistance for these items. At the end of the first week Stephen received his first pay check and reported to his Community Worker on the following Monday that he had spent all his money in spite of the budget he had discussed and agreed to with his counselor. It was decided that for the second week Stephen should be paid daily so that he would have to provide his own pocket money out of earnings and begin to establish reasonable patterns of spending. This arrangement worked out better and slowly Stephen began to budget his funds with responsibility. Twice each week Stephen would return to BOSP to meet with his Community Worker and discuss any problems that arose.

SERVICE CATEGORY, VOCATIONAL TRAINING, BOSP	GOAL	PERFOR- MANCE	DISCREP- ANCY	PRIOR YEAR
1. Wrap-up/Parole:				
# Complete	75%	63%	-12%	83%
# Incomplete				
# Other				
2. Pre-Release:				
# Complete	75%	50%	-25%	86%
# Incomplete				
3. Average Length of Stay				
# Complete		90 days		not
# Incomplete		22 days		available
4. Referral Source:				
# BOSP				6
# Coolidge House				1
# Brooke House				1
# THP				4
# 577 House				1
# Deer Island				0

### VOCATIONAL TRAINING

Stephen reported that he liked the work though he occasionally arrived late and twice missed a day of work without contacting either BOSP or his employer as he had agreed to do. This became an issue of ongoing concern but slowly Stephen became more responsible and his supervisor at the work site reported that Stephen was making steady improvement. The supervisor also reported that Stephen was a quick learner and got along well with the other employees. Several times Stephen requested a raise in pay and Low Cost Housing agreed to increase his hourly salary by \$ .75 per hour when he had completed the second month of training.

Stephen indicated that he learned how to install wall-board, plaster and paint walls, refinish floors, and do minor electrical and plumbing jobs. The next problem that arose had to do with a change in employers.

### NON-SUBSIDIZED EMPLOYMENT

At the end of the second month of training Stephen indicated that he had been looking for "better paying" jobs and had in fact applied for several. While it was Stephen's counselors view that he should complete the vocational training program, Stephen felt he knew enough to get a better paying job and he did in fact take a job with a Cambridge construction company doing essentially the same work that he did at Low Cost Housing and he was paid at the rate of \$5.40 per hour.

### BOSP FOLLOW-UP

In December Stephen reported that he was still employed and that he was looking for an apartment in the Boston area. He stopped by in early January to talk with his counselor and brought with him a savings account passbook with a balance of \$360.00. The last contact with Stephen was in January and he stated that he was still working for the construction company.

COOLIDGE HOUSE  
307 Huntington Avenue  
Boston, MA

### GOALS AND OBJECTIVES

Coolidge House is a thirty (30) bed, three (3) month residential program for adult, male ex-offenders. It opened its doors in 1973 and is modeled after MHHI's first residential program, Brooke House. Coolidge House clients are referred by the Boston Penal Institutions Department (PID), the Massachusetts Department of Correction (DOC), and the Federal Bureau of Prisons (FBOP); and are pre and post-release or court diversion cases. The program is designed to provide an alternative to traditional concepts of incarceration, and to assist residents in making a successful transition to the community.

Clients contract to achieve specific, measurable goals through a procedure called Mutual Agreement Programming (MAP), and are provided with a structured environment offering the support and resources needed. Special emphasis is placed on *Reality Therapy* counseling, and assistance is given in the areas of employment, education, financial management and constructive use of leisure time.

### HIGHLIGHTS OF 1980 ACTIVITIES

Coolidge House was very active in 1980 participating in and taking advantage of training programs and seminars. Kathy McGlone, a counselor, attended a conference sponsored by the MA Council of Human Service Providers; Veda Wright attended a workshop for Secretaries and Administrative Assistants; Dan Theiss, our House Manager, participated in the United Way program to recruit and train volunteers; Mary Griffiths, one of our counselors, represented Coolidge House at the annual Department of Correction job mart conference, attended the seminar on time management held at Brooke House, and attended a conference dealing with the employment and training of offenders. I attended a five (5) day National Training Institute in Arlington, VA.

A Christmas buffet was prepared by Jessie Williams (Corporate Office), Carolyn Jones (Coolidge House), and Maureen Feeney (Corporate Office) which was attended by more than fifty (50) residents, staff and friends of Coolidge House.

As indicated previously, MHHI residents are encouraged to become involved in community activities and volunteer work. Coolidge House residents performed some outstanding services throughout the Greater Boston area, which included:

- running the projector to show movies at the VA Hospital
- stuffing envelopes during a campaign for Greenpeace [an animal protection agency]
- recording text material for Reading for the Blind located in Brookline
- acting as coach and/or referee for sporting activities at the YMCA and the Boys' Club
- cleaning up after Bingo games at local VFWs or churches
- speaking to classes at the Metro Pathway Middle School about drugs, etc.
- bag and sort clothes for the needy at Kingston House and the Salvation Army

#### HOUSE MANAGEMENT

Coolidge House was winterized in 1980, the work having been done by the Corporation for Public and Private Venture. This corporation is a publicly and privately funded group which employs school drop-outs and ex-offenders for the purpose of training them for future employment. MHHI supplied the materials, the corporation supplied the labor for the work, which included caulking, glazing and replacement (where necessary) of windows in the building; repairing and water-proofing the elevator pit; repairing gutters and drains and installation of a new roof.

One of the last vestiges of a by-gone era was removed from the front of Coolidge House. Located in Boston's Back Bay area, the building which houses not only Coolidge House, but MHHI Corporate Office, Credit Union, Probation Residential Program and Juvenile Justice Management Training programs, was originally a hotel, and the marquee which identified the building, was dismantled and removed.

Inside the building, the front hallway stairs were stripped and refinished, a new quarrytile floor was installed in the kitchen and a new boiler and hot water heater were installed.

#### COUNSELING OPERATIONS

The treatment approach in our program is based on *Reality Therapy* by which clients learn to accept the responsibility for their behavior. The explicit understanding is that clients are the only ones who can ultimately accomplish any desired behavioral changes. Coolidge House staff attempt to be realistic when preparing a client to live on his own within the community as a responsible citizen. During their time in our program, clients strive to attain stable employment, vocational training, and positive financial management. Constructive social outlets are also encouraged in the community in which a client intends to live upon release.

Due to its proximity to several large universities, Coolidge House residents are able to, and frequently do, avail themselves of the educational services and resources offered. The universities, also take advantage of our program by being an excellent source for recruitment of volunteers, and for student intern placements.

As indicated briefly in our Goals and Objectives statement, Coolidge House is designed to:

- prepare residents for community reintegration
- provide an alternative to the traditional concept of incarceration
- provide the public with positive knowledge of community-based corrections, and
- provide training grounds for individuals interested in pursuing careers in the criminal justice or human services areas.

We seek to accomplish these goals and objectives by providing a structured environment in which our clients are offered the support and resources assistance necessary to insure their successful reintegration into the community.

To make these goals and objectives more realistic, the counseling program is designed in a Management by Objectives (MBO) pattern. MBO focuses on solving problems and obtaining results by making the objectives or goals operational. Prior to the beginning of the year, the staff develops a program for the year. An agreed upon, workable plan for each specific area of responsibility is defined and set as the programs goals for the year. By striving to accomplish the goals established, Coolidge House staff is able to insure that our clients develop responsible employment, financial status, constructive leisure time activities, therapy/counseling for special needs, and have arranged suitable living arrangements in anticipation of their release.

Historically, federal prisoners are older than state or county inmates [35 years and older, as opposed to 18 years and older for the latter]. In 1980, Coolidge House experienced a decline in federal residents, and an increase in referrals from Deer Island, which is the Suffolk County House of Correction. In order to prevent problems, and make this situation a positive experience for all the residents, a "big brother" approach was developed. The new, younger residents from Deer Island were placed in rooms with the older federal residents, who had the responsibility for seeing that the younger residents learned the value of group responsibility and cooperative living. This approach appeared to work out well and most of the residents expressed satisfaction with the arrangements.

#### STAFF CHANGES

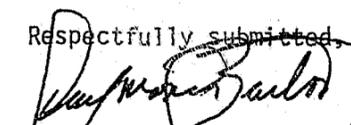
The Coolidge House staff is comprised of the Director, a Head Counselor, two (2) full-time counselors, a house manager and a secretary. During 1980 the following changes were seen in these positions:

Lynn Aldrich resigned as House Manager and was replaced by Dan Thiess. Kathy McGlone resigned as a counselor to pursue other interests, and was replaced by James Turner (who was transferred from another MHHI program). Kathy McGlone has continued to remain active with Coolidge House by volunteering to be a night counselor. Our Head Counselor, Peter Thomas, resigned during the year. Also Veda Wright resigned from the secretarial position. Mary Griffith, a former night counselor, was hired as a counselor, and Gene Anderson was transferred from Brooke House to be a Counselor. Carolyn Jones was hired as our secretary.

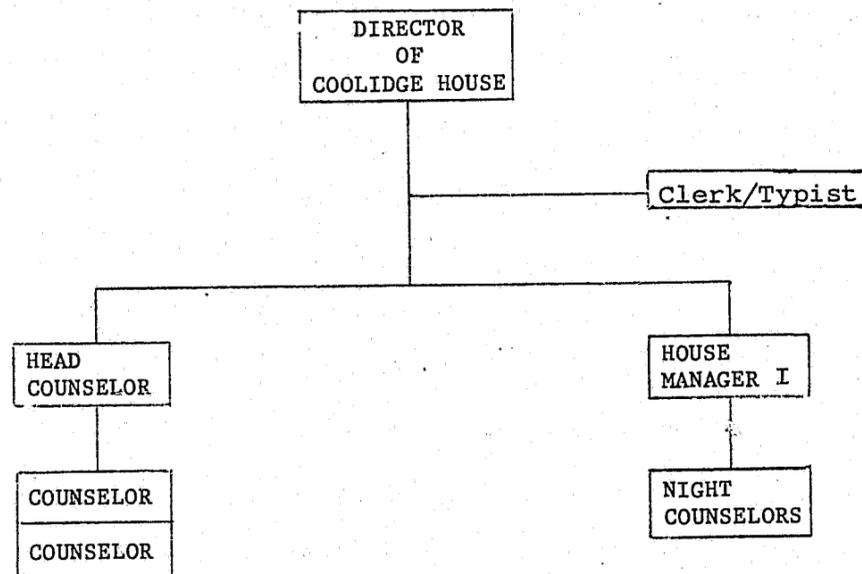
#### CLIENT PROFILE

Coolidge House's average resident during 1980 was a county pre-release client, he was white, had an eleventh grade education and was unskilled. The resident had minimal drug or alcohol involvement and was married.

Respectfully submitted,

  
Raymond Barton, Director

MASSACHUSETTS HALF-WAY HOUSES, INCORPORATED  
COOLIDGE HOUSE  
ORGANIZATIONAL CHART



PROGRAM: COOLIDGE HOUSE

TIME PERIOD: January-December 1980

TOTAL MAN DAYS: 9705

AVERAGE POPULATION: 27

#RELEASED: 107

ANNUAL GOAL: 80 %

#COMPLETE: 71

PERFORMANCE: 73 %

#INCOMPLETE: 27

DISCREPANCY -7%

#NEUTRAL: 9

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCREP- ANCY	PRIOR YEAR
<b>CLIENT FLOW</b>				
(1) #Federal Residents: <u>19</u>	90%	100%	+10%	93%
#Complete <u>19</u>				
#Incomplete <u>0</u>				
#Neutral <u>0</u>				
(2) #State Pre-Release: <u>30</u>	85%	77%	- 8%	74%
#Complete <u>20</u>				
#Incomplete <u>6</u>				
#Neutral <u>4</u>				
(3) #State Post-Release <u>20</u>	75%	50%	-25%	62%
#Complete <u>9</u>				
#Incomplete <u>9</u>				
#Neutral <u>2</u>				
(4) #Deer Island/METAC <u>32</u>	75%	62%	-13%	68%
#Complete <u>18</u>				
#Incomplete <u>11</u>				
#Neutral <u>3</u>				
(5) #Deer Island/PRR <u>4</u>	75%	75%	-	67%
#Complete <u>3</u>				
#Incomplete <u>1</u>				
#Neutral <u>0</u>				
(6) #Others <u>2</u>	75%	100%	+25%	100%
#Complete <u>2</u>				
#Incomplete <u>0</u>				
#Neutral <u>0</u>				
<b>RELEASES/COMPLETE</b>				
<b>Vocational Status</b>				
Total # <u>71</u>	95%	91%	-4%	92%
(1) #Employed <u>63</u>				
(2) #In School <u>15</u>				

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
(3) # In Training: <u>19</u>				
(4) # Upgrading Skill: <u>26</u>	40%	37%	-3%	36%
(5) # MCR Status 10 or funded training: <u>22</u>	40%	31%	-9%	27%
(6) # Earning minimum of \$3.25/hour: <u>63</u>	85%	89%	+4%	88%
<u>Financial Management Status</u>				
(1) # Engaged in positive credit building: <u>52</u>	50%	73%	+23%	71%
(2) # Avg. Savings (Fed): <u>19</u>	\$500.	\$611.	+111	\$514.
(3) # Avg. Savings (other) <u>50</u>	\$300.	\$305.	+\$05.	\$366.
<u>Sources of Community Support</u>				
(1) # participating in out-residency: <u>26</u>	75%	87%	+12%	63%
(2) # eligible: <u>30</u>				
(3) # relocated to new community: <u>45</u>	60%	63%	+3%	53%
(4) # volunteer work: <u>38</u>	50%	54%	+4%	40%
(5) # new group activity: <u>44</u>	75%	62%	-13%	74%
<u>RELEASES/INCOMPLETE</u>				
(1) # Incomplete: <u>27</u>				
(2) # vocational place- ment: <u>27</u>				
. # employed: <u>17</u>		63%		
. # in school: <u>—</u>				
. # in vocational training: <u>—</u>				
. # in MCR status 10 or beyond: <u>—</u>				
. # no placement: <u>10</u>				
(3) Avg. amount saved: <u>—</u>		\$43.00		\$58.00
(4) Avg. Length of Stay: <u>—</u>		64 days		51 days

RESIDENT PROFILE  
Statistical Analysis

Number in residence as of January 1, 1980: 25  
 Total intake during 1980: 107  
 Total releases during 1980: 107  
 Number in residence on December 31, 1980: 25

Total resident Man Days for 1980: 9705

Ethnic Distribution  
(N=107)

Caucasian: 60  
 Black: 37  
 Spanish: 03  
 Other: —

Education Level  
(N=107)

Range: 4 to 19 grade  
 Mean: 11  
 Median: 11  
 Mode: GED

Employment Skill Level  
(N=107)

Skilled: 13%  
 Semi-Skilled: 35%  
 Unskilled: 52%

Substance Abuse Problems  
(N=107)

Drugs: 26  
 Alcohol: 31  
 Both: 14  
 None: 29

Age Distribution  
(N=107)

Range: 17 to 64 years  
 Mean: 40  
 Median: 31  
 Mode: 25

Marital Status  
(N=107)

Single: 73%  
 Married: 20%  
 Divorced: 7%  
 Separated: 0%

Resident Status  
(N=107)

State Pre-Release: 28%  
 State Post-Release: 9%  
 Federal: 18%  
 County: 33%  
 Other: 2%

## FINAL PROGRESS REPORT

RE: Anthony Miller

Anthony Miller arrived at Coolidge House on 4/12/80 from USP Atlanta on Pre-Release status. Upon his arrival, he stated his goals as follows.

1. To become gainfully employed.
2. To attend an institution of higher learning for training in Physical Therapy.
3. To establish a savings account to be applied toward his own living quarters.

### VOCATIONAL PLACEMENT:

Mr. Miller secured full-time employment on 6/16/80 at Cybernetics Inc., 23 Holt Street, Cambridge, MA. Mr. Miller was paid \$3.30 per hour for his services as a laborer. Due to greater opportunity with another employer and to pursue his interest in physical therapy, Mr. Miller left this position on 6/21/80.

On 7/1/80 Mr. Miller secured full-time employment at Bunker Hill Community College, Charlestown, MA. He was paid \$3.10 per hour for his services as an assistant in the library. This position was a work-study awarded job, made possible as part of a total financial aid package worth approximately \$2500. He showed great initiative and interest in pursuing and following through on all aspects of the complicated grant/loan/work-study program. Mr. Miller's professional goal, as aforementioned was in the area of physical therapy.

This counselor provided Mr. Miller with another funding resource. The Massachusetts Rehabilitation Commission. He is currently working with Mr. Rudy Nevlett of the Corrections Division of this agency. Mr. Miller has been approved for funding through Mass Rehab and this is expected to be an excellent source of additional funding.

Mr. Miller has been officially accepted for the fall semester, 1980, at Bunker Hill Community College. He will be involved in 1-2 years of liberal art courses before beginning specialization in physical therapy.

### FINANCIAL MANAGEMENT:

Mr. Miller earned a total of \$491 while at Coolidge House. His total personal savings was \$444.

Mr. Miller's foremost financial considerations were in providing for himself for tuition, living expenses, and apartment furnishings. As stated, he was self motivated in seeking and assessing various funding sources to aid him in his total re-entry process. It is the opinion of this counselor that he did an excellent job in being self-sufficient in this area.

Mr. Miller received \$443 in general relief monies while a resident of Coolidge House. This money was used to provide transportation, bolster savings, and provide for necessary personal articles during Anthony's residency at Coolidge House.

### COMMUNITY SUPPORT:

During Mr. Miller's incarceration he developed an interest in writing poetry. Through correspondence Mr. Miller had developed positive relationships with several staff members at the Christian Science Monitor. While at Coolidge House these people provided strong personal support to Mr. Miller's reintegration efforts. Mr. Miller was very active in developing new sources of community support as well. He was active in weekly discussion groups at the New Acropolis Philosophical Society. In addition Mr. Miller wrote and read his own poetry for readings at the Victor Hugo Bookstore. Mr. Miller is an accomplished poet who continued throughout his residency to actively pursue his interest in this field.

### PROGRAM ADJUSTMENT:

Mr. Miller made a swift adjustment to the living situation at Coolidge House. He was acceptable in all contract areas, and was above average in regards to many others. He was active in volunteer work, new group activities, and in being gainfully employed. His savings of \$444 was short of his goal of \$500, but it is the opinion of this counselor that he saved a most reasonable percentage of any income.

On 8/19/80 Mr. Miller secured his own living arrangements in Medford. Due to his fulfilling all contractual agreements, he was released on the above date to a plan of Out-Residency. This was Mr. Miller's final privilege earned as a resident of Coolidge House.

Finally, Anthony was most acceptable concerning curfews, details, and in call-ins to the Coolidge House.

It is the opinion of Coolidge House staff that Anthony's chances for a successful community re-integration are very good.

1. Be gainfully employed.
2. To follow through on all aspirations/plans to become trained as a physical therapist.
3. To be continually supported in the positive manner he has been by various persons in the community.

Mr. Miller was released from Coolidge House on 8/8/80.

699 HOUSE  
699 Massachusetts Avenue  
Boston, MA

#### GOALS AND OBJECTIVES

699 House began in 1975 and is a twenty (20) bed, three (3) month residential program assisting male, adult ex-offenders to make a successful transition from prison to the community. MHHI's unique contract system, Mutual Agreement Programming (MAP), was developed at 699 House, and later adopted for use by all the programs.

699 House represents a unique joint venture between the Massachusetts Department of Correction (DOC) and the Massachusetts Parole Board through which the clients arrive at the program on pre-release status, with a guaranteed reserve parole date. The parole date, which is mid-point of their program, is contingent upon compliance with their MAP contract goals. The clients complete the program on post-release status.

As in all other MHHI residential programs, *Reality Therapy* is the major form of counseling. Clients are expected to assume responsibility for achieving their goals and controlling their behavior. Assistance is provided in obtaining employment, vocational training, substance abuse counseling, family counseling and other social service referrals. Attention is also placed on helping clients develop an effective financial management status, perform community volunteer or service work and to establish a stable living arrangement in anticipation of their release.

#### HIGHLIGHTS OF 1980 ACTIVITIES

As a result of renegotiations of our contract with the Department of Correction and the Parole Board, 699 House's capacity was increased from fifteen (15) to twenty (20) beds. There were also some dynamic changes in the program referral structure, which is explained later in this report.

Visitors to 699 included members of the Massachusetts Rehabilitation Commission staff, the Norfolk Classification Unit staff and representatives from the Department of Correction. 699 House also had the pleasure of hosting a Department of Correction Superintendents' meeting.

Residents and staff enjoyed Thanksgiving dinner together. At Christmas, 699 House residents made as their special project, the giving of presents to a former resident who had been hospitalized for eight months as the result of an unfortunate accident.

Participation in community and volunteer activities has been the source of great personal growth for our residents. Performing these services allows them to make a contribution which benefits them and the organization they help. In 1980, residents (and staff members) gave their time, skills and services:

- as youth counselors and team sports coordinators at the YMCA and the Boys' Clubs of America
- as drug counselors and Hispanic program workers at Concilio
- as hot line counselors and program referral agents for Project Place

- recording educational tapes for the blind at the MA Commission for the Blind
- providing what service was needed at Greenpeace during their campaign to "Save the Whale"
- as hotline counselors at the Lemuel Shattuck Hospital drug hotline
- and attending the Worcester Square Committee meeting on police protection in our neighborhood

#### HOUSE MANAGEMENT

In 1980, new smoke detectors/fire alarms were installed from the basement to the top floors. This was done to comply with the new legislation for fire prevention and smoke detectors. The detectors will be a back-up for our existing fire alarm system which is inspected quarterly by Alcom Fire and Safety Co.

In reference to alarms, our window alarm system was removed. This was necessitated due to the problem which developed by the increased use of CB (Citizen Band) radios in the neighborhood. After several trips by a repairman, it was advised that the system be removed. Until another system is installed or considered, increased awareness by staff on duty will maintain house security.

A muchneeded sink in the basement was put in, and the basement area was generally remodeled as part of the winterization of the house. With the help of skilled residents, we were able to install a new floor, plywood wall boards, and a drop ceiling in the basement hall. This project greatly reduced the drafts and chill in the house, and improved the appearance of the rooms. Finally, a small toaster oven was purchased which eliminated the use of the large, gas ovens when residents had snacks.

#### COUNSELING OPERATIONS

In order to address the problem of low population at 699 House, MHHI entered into negotiations with the Parole Department and the Department of Correction (DOC). As originally established, 699 House accepted pre-release clients who had received a six (6) week reserve date from the Parole Board and were additionally approved for pre-release by the Department of Correction. Through the renegotiations, 699 House now has broadened its criteria, and while the pre-release clients noted above are given priority of acceptance, the following are also accepted:

- inmates receiving open parole reserve
- pre-release clients eligible for parole in three (3) months or less
- 699 House graduates returned in lieu of parole revocation
- any parolee as an alternative to parole revocation, and
- inmates of the state institutions as a condition of parole.

Later in the year, our contract with the Department of Correction was expanded and our capacity was increased from fifteen (15) to twenty (20) beds. This was necessitated due to the problem of prison overcrowding.

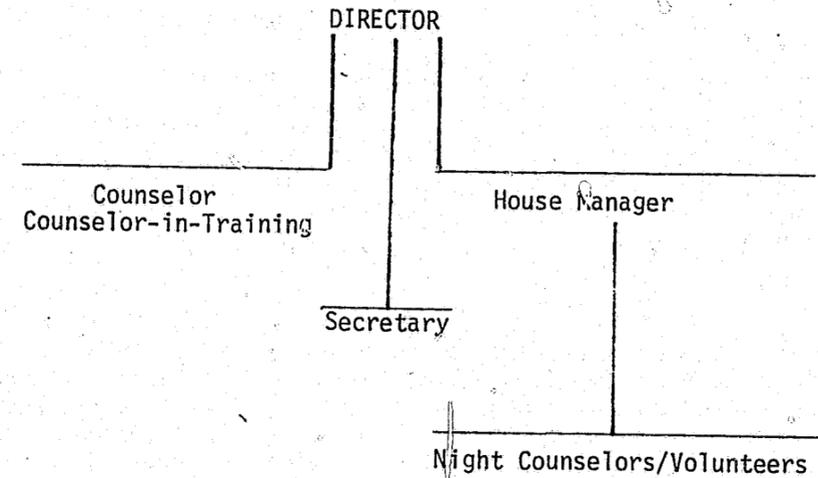
STAFF CHANGES

Our counseling staff consisted of Noel Reaves, Margaret Chappel, Robert Hall and David Stanford. Noel resigned early in the year and was replaced by Margaret who was promoted from the CIT position. David Stanford, who is a former night counselor and presently our CIT, replaced Robert Hall.

Hollis Ross replaced Laureen Pierandi, who resigned to be married, and Hollis was replaced upon resignation by our present House Manager, Alonzo Cunningham (also a former night counselor).

Arnette Jackson, who was our Project Secretary, accepted a position at the Department of Youth Services, and has been replaced by Andrea Bardon, our present secretary.

STAFF ORGANIZATIONAL CHART



NARRATIVE RESIDENT PROFILE

The typical 699 House resident in 1980 was a single, White male, 27 years of age, with an educational level of eleventh grade. He was commonly unskilled and held a job for an average of five (5) months. His crime was usually related to substance abuse and a need for money to support his addiction. This client also averaged two (2) state incarcerations prior to arrival at 699 House.

Utilization of educational and training opportunities outside of those offered in the traditional grammar, junior and high schools is evidenced by the 12th grade median and mode which are mostly General Equivalency Diplomas (GED). At the completion of his program, this resident averaged \$403.00 in savings, held a decent job earning over \$3.25 per hour and had established a source of community support through volunteer work or new group activity.

Respectfully submitted,

*Darrel P. Cole*

Darrel P. Cole, Director

PROGRAM: 699 HOUSE  
 TIME PERIOD: January-December 1980

MAN DAYS: 4560

AVERAGE POPULATION: 13

# RELEASED: 69  
 # COMPLETE: 47  
 # INCOMPLETE: 17  
 # NEUTRAL: 5

ANNUAL GOAL: 83%  
 PERFORMANCE: 73%  
 DISCREPANCY: -10%

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
<b>CLIENT FLOW</b>				
(1) # Federal Residents	<u>0</u>			
# Complete:	—			
# Incomplete:	—			
# Neutral:	—			
(2) # State Pre-Release	<u>53</u>	85%	70%	-15%
# Complete:	<u>35</u>			74%
# Incomplete:	<u>15</u>			
# Neutral:	<u>3</u>			
(3) # State Post-Release:	<u>6</u>	75%	100%	+25%
# Complete:	<u>4</u>			N/A
# Incomplete:	<u>0</u>			
# Neutral:	<u>2</u>			
(4) # Deer Island/METAC	<u>0</u>			
# Complete:	—			
# Incomplete:	—			
# Neutral:	—			
(5) # Deer Island/PRR:	<u>0</u>			
# Complete:	—			
# Incomplete:	—			
# Neutral:	—			
(6) # Halfway-Back	<u>10</u>	75%	80%	+5%
# Complete:	<u>8</u>			N/A
# Incomplete:	<u>2</u>			
# Neutral:	—			
<b>RELEASES/COMPLETE</b>				
<b>Vocational Status</b>				
Total #:	<u>47</u>			
(1) # Employed:	<u>46</u>	95%	98%	+3%
(2) # In School:	<u>1</u>			97%
(3) # In Training:	<u>6</u>			
(4) # Upgrading Skill:	<u>24</u>	40%	51%	+11%
				66%

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
(5) # Earning minimum of \$3.25 per/hour	<u>43</u>	85%	92%	+7%
				90%
<b>Financial Management Status</b>				
(1) # Engaged in positive credit building:	<u>25</u>	50%	53%	+3%
(2) Avg. Savings (Fed)	<u>0</u>			69%
(3) Avg. Savings (Others)	<u>\$403</u>	300	\$403	+103
				\$308
<b>Sources of Community Support</b>				
(1) # participating in out residency:	<u>24</u>	75%	77%	+2%
(2) # eligible:	<u>31</u>			90%
(3) # relocated to new community:	<u>31</u>	60%	66%	+6%
(4) # volunteer work:	<u>29</u>	50%	62%	+12%
(5) # new group activity:	<u>30</u>	75%	64%	-11%
				86%
<b>RELEASES/INCOMPLETE</b>				
(1) # Incomplete	<u>17</u>			
(2) # Vocational Placement:	<u>8</u>			
# employed:	<u>8</u>		41%	
# in school:	<u>0</u>			30%
# in vocational training:	<u>3</u>			
# in MRC status 10 or beyond:	<u>2</u>			
# no placement:	<u>9</u>			
(3) Avg. amount saved:			\$91	\$70.50
(4) Avg. length of stay:			43 days	54 days

699 HOUSE  
 RESIDENT PROFILE  
Statistical Analysis

Number in residence as of January 1, 1980	10
Total intake during 1980	76
Total releases during 1980	69
Number in residence on December 31, 1980	17
 Total resident mandays for 1980	 4560

Ethnic Distribution %  
 (N=69)

Caucasian:	52%
Black:	42%
Spanish:	5%
Other:	1%

Age Distribution  
 (N=69)

Range:	18to48 years
Mean:	27
Median:	25
Mode:	25

Education Level  
 (N=69)

Range:	7to14
Mean:	11
Median:	12(GED)
Mode:	12(GED)

Marital Status %  
 (N=69)

Single:	65%
Married:	16%
Divorced:	16%
Separated:	3%

Employment Skill Level %  
 (N=69)

Skilled:	10%
Semi-Skilled:	22%
Unskilled:	68%

Resident Status %  
 (N=69)

State Pre-Release:	77%
State Post-Release	23%
Federal	0
County	0
Other	0

Substance Abuse Problems  
 (N=69)

Drugs:	35%
Alcohol:	43%
Both:	13%
None:	9%

FINAL PROGRESS REPORT  
 RE: Edward Hilton

Mr. Hilton arrived at 699 House on February 26, 1980, from MCI Plymouth. He was serving an eighteen year sentence for Breaking and Entering in the Night Time and Larceny. He was completed from 699 House on June 27, 1980.

Upon Mr. Hilton's arrival his needs were assessed and goals were stated as follows:

- 1.) Secure full-time employment.
- 2.) Establish a savings account.
- 3.) Reunite with his family.
- 4.) Develop positive social outlets.
- 5.) Become involved in community volunteer work.

These goals were completed in the following manner:

- 1.) Secured full-time employment and is employed at XYZ Manufacturing Company on Peabody Street, Dorchester, MA.
- 2.) Established a savings account and left 699 House with \$565.00.
- 3.) Has made weekly visits to his family's house at Redman Street, Milton, MA, where he relocated upon completion.
- 4.) Attended several positive social outlets including church, movies and bowling.
- 5.) Secured community volunteer work at Renewal Temple Church, Dorchester, MA.

PROGRAM ADJUSTMENT:

Mr. Hilton made a good program adjustment, until the last few weeks of his program. He made the final stage of program difficult, as lateness was a serious issue with Mr. Hilton. Mr. Hilton was held accountable for his lateness by loss of privileges. He made all of his calls on time and completed all daily work assignments. He attended all counseling session and house meetings.

COMMUNITY SOURCES OF SUPPORT:

Mr. Hilton has good relations with his family. He visited his mother, who lives at Hill Street, Dorchester, MA., on his weekly furloughs. He became involved in community volunteer work at the Renewal Church, Dorchester, MA. where he also attended church on Sundays. He participated in bowling, movies and various family activities.

EMPLOYMENT & FINANCES:

On April 7, 1980, Mr. Hilton secured full-time employment at the Faulkner Medical Laboratory in Boston. He was hired as a general laborer and earned \$130.00 per week. On May 5, 1980, he began full-time employment at Able Manufacturing Company, Dorchester, MA. He was hired as a spray painter and earns a gross income of \$200.00 per week. He worked overtime quite often and had a good relationship with his supervisor. He had established a savings account and left 699 House with \$565.00.

Summary:

Mr. Hilton arrived at 699 House on February 26, 1980, from MCI Plymouth. He was returned to custody on March 10, 1980 for a motor vehicle violation of "use without authority". At the time of Mr. Hilton's arrest, he was on his way back to 699 House from work, which was verified. The driver of the car was Mr. Jones, but the car belonged to Mr. Jones' girlfriend. The incident occurred because Mr. Jones had taken the car without permission after he and his girlfriend had an argument. Mr. Hilton was a victim of circumstance. He knew the car belonged to Mr. Jones' girlfriend and the two would be married soon, therefore, he thought all was well. He was found not guilty of the charges in Middlesex District Court on March 18, 1980. He was returned to 699 House on April 2, 1980. After Mr. Hilton returned to 699 House, he immediately began completing his program goals. He was able to achieve all of his goals and completed the program with on-going full-time employment, established savings account, positive social outlets, family reunification and community volunteer work.

577 HOUSE  
577 Massachusetts Avenue  
Boston, MA

GOALS AND OBJECTIVES

577 House, a twenty-two (22) bed, three (3) month residential facility for male ex-offenders, was founded in 1975. Representing a unique joint venture between the Boston Penal Institutions Department (PID) and the Massachusetts Department of Correction (DOC), referrals are men who have been cleared for pre-release from the correctional institution.

The program's objective is to facilitate successful community reintegration of the resident. Through the use of *Reality Therapy*, clients learn that they are responsible for their own behavior; through Mutual Agreement Programming (MAP), they contract to achieve specific, self-determined, positive changes in their lives. Clients are provided assistance to help them increase their skills, and seek better employment through vocational and on-the-job training, develop new, positive relationships through voluntary community involvement, to establish workable budgeting habits and credit resources, and to plan and establish more constructive leisure time activities.

HIGHLIGHTS OF 1980 ACTIVITIES

As a result of an Air Force Captain who was a volunteer for MHHI, Hope Matthiessen attended the weekly meeting of the Junior Officers held at Hanscom AFB in Lexington. Hope explained the volunteer program as used at the MHHI programs.

Marvin Byrd, Director of the program, spoke to a senior class (Political Science class) at the Cambridge Rindge and Latin High School explaining the purposes and goals of community-based operations, and specifically outlining MHHI programs.

Marvin also appeared at the monthly meeting of the Yesterday, Today and Tomorrow group at Norfolk correctional institution. This is a group of inmates with drug-related problems who meet monthly and invite speakers from all areas of the criminal justice and human services fields to discuss services available.

Several staff members attended the Department of Correction Manpower conference, as well as another conference dealing with training programs for ex-offenders.

577 House welcomed many visitors over the year, but particularly we were pleased to be visited by new staff people from the Department of Correction and the Deer Island House of Correction. As changes in administration and staff occur, it is good to see other agencies express interest in our facilities and operations.

Residents, staff and several friends shared a quiet, but delicious Thanksgiving dinner together. As our Christmas Project, the staff and residents collected \$30 to be donated to the WBZ Radio Annual Childrens' Hospital Fund. Our Christmas was made even brighter by the donation of a tree from the Gold Star Tree Co.

### HOUSE MANAGEMENT

Upkeep and maintenance kept staff and residents extremely busy during the year. In the residents' rooms, light fixtures were replaced, new furniture and linens were purchased. In other areas of the house general repairs were made to the office areas, walls, etc. Painting and refinishing baseboards, doors and wood-work was a huge task.

The boiler was replaced and bids were secured to install and repair the radiators. Winterization of the facility to insure adequate heat was completed.

The food ordering system was reorganized and with improved storage and inventory control, we have been able to expand our menu. We have made arrangements to include better grades of meat to our menu planning, and still remain within our budget.

Finally, outside maintenance improved the appearance of the house in the neighborhood.

### COUNSELING OPERATIONS

As with the program at Brooke House, the temporary suspension and reorganization of program related activity time caused staff to be more resourceful in referring clients to therapeutic, educational, volunteer and other group activities. Staff was kept busy developing constructive plans with those clients who entered the program with limited furlough time.

Since 577 House focuses on employment needs first (including skill upgrading), the year was spent insuring that these issues were addressed effectively through workable timeframes in the MAP contract. Written orientations provided clear and specific expectations of how to search for employment, and encouraged the client to meet his goal prior to release.

Drug problems are a major issue in any program such as 577 House. These problems, being anticipated, were confronted with intensive scrutiny which included: training and involvement of the volunteer night counseling staff in detecting residents who return to the house under the influence; discussion of any violations at the next meeting with parole officer or at the parole hearing; and involvement of the client in various counseling programs geared toward resolution of the problem.

The Resident Executive Committee (REC) was kept busy during the year also. The REC, because of several unusual months which had many people coming and going, had to keep the daily work parties active to insure house cleanliness. Early in the year, each resident was assessed a sum of money to replace a typewriter which had been stolen from the secretary's office, which is in accordance with the rules of the house.

The residents of 577 House participated in many volunteer and community service projects during the year, including:

- working with youth on craft projects, recreational activities, supervision of sports and maintenance work at the Cardinal Cushing Center, and
- counseling at the Boston Marina Youth Drug Program.

### STAFF CHANGES

The year began with a change of program director when Eric Lifton was transferred to BOSP and I was became director of 577 House.

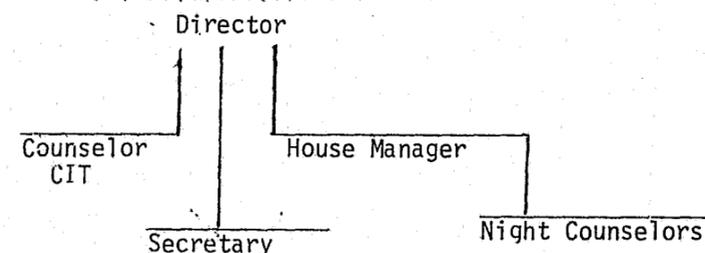
Counselor and Counselor-in-training positions were held by: Ben Adams who resigned and was replaced by Jennifer Sawyer. Jennifer was later promoted and the CIT position she held was filled by Betty Dare, who was subsequently promoted. Mary Murray is currently our Counselor-in-Training.

Hope Matthiessen began the year as 577 House Counselor but was transferred to BOSP to be the Community Worker for the program. Replacing her was Jennifer Sawyer and Betty Dare, who have both resigned. Irving Bowen is presently our Counselor.

Our House Manager, Judson Tyler is presently under an indefinite leave-of-absence, and the duties of this position are being handled by Chesterfield Adams who replaced David Blanchard after David left the program.

Taking Stephanie Weimar's place as program secretary is Earline Calhoun. Stephanie resigned to accept a position as a Correctional Counselor at MCI Shirley.

### STAFF ORGANIZATIONAL CHART



### CLIENT PROFILE

The typical client at 577 House during 1980 was a 26 year old, white male referred from Deer Island on pre-release status. He was single, completed 11th grade and was semi-skilled. This client had a history of drug or alcohol abuse.

Respectfully submitted,

*Marvin D. Byrd*

Marvin D. Byrd, Director

PROGRAM:  
TIME PERIOD:

577 House  
January-December, 1980

AVERAGE POPULATION: 18

MAN DAYS: 6,550

# RELEASED: 78  
# COMPLETE: 56  
# INCOMPLETE: 17  
# NEUTRAL: 5

ANNUAL GOAL: 79%  
PERFORMANCE: 77%  
DISCREPANCY: -2%

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR	
<b>CLIENT FLOW</b>					
(1) # Federal Residents: # Complete: _____ # Incomplete: _____ # Neutral: _____	n/a				
(2) # State Pre-Release: # Complete: 35 # Incomplete: 21 # Neutral: 10 # Neutral: 4	85%	68%	-17%	72%	
(3) # State Post-Release: # Complete: _____ # Incomplete: _____ # Neutral: _____	n/a				
(4) # Deer Island/METAC: # Complete: 43 # Incomplete: 35 # Neutral: 7 # Neutral: 1	75%	83%	+ 8%	73%	
(5) Deer Island/PRR: # Complete: _____ # Incomplete: _____ # Neutral: _____	n/a				
(6) # Others: # Complete: _____ # Incomplete: _____ # Neutral: _____	n/a				
<b>RELEASES/COMPLETE</b>					
<u>Vocational Status</u>					
Total #:	56	95%	100%	+5%	95%
(1) # Employed:	51				
(2) # In School:	9				
(3) # In Training:	10	40%	38%	- 2%	36%
(4) # Upgrading Skill:	21				

80

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
(5) # MRC Status 10 or funded training: 11	40%	20%	-20%	23%
(6) # Earning minimum of \$3.25/hour: 49	85%	88%	+ 3%	83%
<u>Financial Management Status</u>				
(1) # Engaged in positive credit building: 28	50%	50%	0	64%
(2) Avg. Savings (Fed.): N/A				
(3) Avg. Savings (others): 19580/56	\$300.	\$350.00	+\$50.00	\$285.00
<u>Sources of Community Support</u>				
(1) # participating in out-residency: 1	75%	100%	+ 25%	75%
(2) # eligible: 1				
(3) # relocated to new community: 30	60%	54%	- 6%	64%
(4) # volunteer work: 27	50%	48%	- 2%	45%
(5) # new group activity: 24	75%	43%	- 32%	81%
<u>RELEASES/INCOMPLETE</u>				
(1) # Incomplete: 17				
(2) # vocational placement: 11				
. # employed: 8				
. # in school: 2				
. # in vocational training: 2				
. # in MRC status 10 or beyond: 2				
. # no placement: 6				
(3) Avg. amount saved:		\$47.59		\$39.00
(4) Avg. length of stay:		68 days		50 days

81

RESIDENT PROFILE  
Statistical Analysis

Number in residence on January 1, 1980:	18
Total intake during 1980:	80
Total releases during 1980:	78
Number in residence on December 31, 1980:	20
Total resident Man Days for 1980:	6550

Ethnic Distribution

(N= 78)

Caucasian:	50%
Black:	41%
Spanish:	9%
Other:	0%

Age Distribution

(N= 78)

Range:	19 to 45
Mean:	27
Median:	26
Mode:	25

Employment Skill Level

(N= 78)

Skilled:	23%
Semi-Skilled:	42%
Unskilled:	35%

Substance Abuse Problems

(N= 78)

Drugs:	40%
Alcohol:	12%
Both:	4%
None:	44%

Education Level

(N= 78)

Range:	3 to 16 years
Mean:	11
Median:	11
Mode:	GED

Marital Status

(N= 78)

Single:	72%
Married:	17%
Divorced:	4%
Separated:	7%

Resident Status

(N= 78)

State Pre-Release:	45%
Deer Island/Pre-Release:	55%

FINAL PROGRESS REPORT

RE: John Hanson

John Hanson arrived at 577 House on September 30th, 1980, on pre-release status from the Suffolk County House of Correction. He had been serving a one year sentence for receiving stolen property.

VOCATIONAL PLACEMENT

Mr. Hanson arrived at 577 House already employed, having been placed by the work-release program at Deer Island at E&F Pipe and Supply, Summer Street, in Boston, in the shipping and receiving department. His counselor, Stephanie Weimar, spoke to his supervisor, who reported that Mr. Hanson was a good worker and very conscientious. His supervisor had shown her faith in him by leaving his position open for him to return to after his release from Deer Island.

FINANCIAL MANAGEMENT

Mr. Hanson was receiving a weekly salary of \$144 upon completion of the program. He had agreed to save between \$15 and \$20 per week, and had saved a total of \$313 on completion by budgeting his money weekly and being responsible in handling his savings commitment.

COMMUNITY SUPPORT

Mr. Hanson had a small and close-knit network of support from his family and his girlfriend. He was maintaining contact with his mother in Brighton and his brother in Boston. Mr. Hanson spent his program related activity time with his girlfriend and completed fourteen furloughs while at 577 House.

PROGRAM ADJUSTMENT

Mr. Hanson encountered no problems in adjusting to the program. He was scheduled to, and appeared at all House and business meetings and rent meetings. He also performed well all other house requirements, i.e., call-ins, curfews, details, etc. He fulfilled his volunteer commitment by working with the Greenpeace Organization, on Congress Street in Boston. He was scheduled to participate in their walkathon, to be held on October 18th.

SUMMARY

Mr. Hanson was a conscientious resident who fulfilled all program requirements. He handled his employment and financial responsibilities well and engaged in constructive social activities. Mr. Hanson should be successful on parole if he continues the behavior patterns established while a resident at 577 House.

JOSEPH M. AMBROSE HOUSE  
31½ Dwight Street  
Boston, MA

#### GOALS AND OBJECTIVES

Joseph M. Ambrose House, which began in 1977, is a six (6) month community-based program for twelve (12) juvenile offenders referred by the Department of Youth Services' Director of Secure Treatment. Joseph M. Ambrose House (JMA) is MHHI's first juvenile program. The program's goal is to assist the residents in making a successful return to the community from a secure facility.

The program begins with three (3) months in-residency and finishes with three (3) months out-residency. During these periods, JMA staff provides counseling services (with the use of *Reality Therapy*), Mutual Agreement Programming (MAP) to support and sustain the residents' sense of responsibility, and assists in vocational and educational needs. The residents are encouraged to develop positive financial management skills, constructive use of leisure time outings and peer associations. In addition, JMA staff work closely with residents to help them rebuild positive family relationships and/or independent living arrangements in preparation of their release to the community.

#### HIGHLIGHTS OF 1980 ACTIVITIES

JMA has endeavored to become an essential and accepted part of our neighborhood. In 1980, our residents were exceptionally active in many neighborhood improvement programs which included cleaning the streets, shoveling snow and having received a donated garden plot, JMA can continue to be an active neighbor. The garden is part of a cooperative effort by all the neighbors begun when a block of buildings was torn down. The garden is part of the redevelopment program, and will of course provide fresh vegetables to our residents during the season. Another special highlight was the installation of Home Box Office (HBO). Due to the age of our residents, movies are a primary source of their leisure time. HBO has allowed us to reduce costs by having recent movies available in the house, and also it has provided an alternate source of PRAT (program related activity time).

At the beginning of 1980 administrative changes within the Department of Youth Services (DYS) caused some problems with the referral procedures and JMA had a problem receiving new clients. After several meetings a resolution was reached and client flow has been stable for the remainder of the year. This stability has been helped with the appointment of the Assistant Director of Secure Treatment Programs as liaison with DYS and JMA.

JMA also became involved with the Department of Social Services (DSS). With the approval of DYS, JMA accepted a referral from the newly formed DSS, which is still involved in establishing standards and procedures for referrals. While DYS is involved with services for delinquents, the DSS deals with children in need of services who have not been adjudicated delinquent. Since cases often involve both Departments, JMA was able to accept the referral.

Ron Carrothers, Counselor at JMA, attended a DYS in-service training session, a two (2) day seminar for Adolescent Counselors at Boston State College, and the Juvenile Justice Management Training program's five (5) day institute held in North Andover, MA.

I was chosen as one of five (5) representatives from Massachusetts to attend the National State Advisory Group conference held in San Antonio, Texas. I am part of the State Advisory Group in Massachusetts which insures that the mandates of the Juvenile Justice Delinquency Prevention Act regarding deinstitutionalization of juvenile and adult systems of incarceration are complied with. While at the conference, I initiated a youth coalition which will be responsible for communicating youth member issues to the National Advisory Committee (NAC) in the hopes of establishing better communication of ideas, issues and needs.

Our efforts at community involvement have been rewarding. Our greatest support comes from a local businessman who has donated food, tickets to sporting events, money, and at Christmas he donated a large cake to our open house. The Lend-a-Hand Society has also been supportive by contributing money to new residents to cover incidental expenses while they look for jobs.

Staff and residents enjoyed planning and hosting a Thanksgiving dinner and a Christmas Open House. Both affairs, attended by more than fifty (50) people, were successful. Those attending, other than staff and residents, were family, friends and representatives of agencies with whom we work.

#### HOUSE MANAGEMENT

A lot of time was spent this year doing cosmetic renovations to our house. The rooms were painted, kitchen cabinets were built, stained and varnished, the staircase was repaired and repainted, and the front doors were stripped, sanded and refinished. The new kitchen cabinets provide needed storage space, and improve the look of the kitchen.

New acquisitions include an institutional freezer, curtains for the entire house, bureaus for the resident rooms, lamps for the lounge, new chairs for the kitchen, a picnic table and benches, and a new lock system.

We are taking advantage of an institutional laundry service which will insure cleanliness and sanitation, and provide a longer life for our house linens. This service has also proven to be more economical and efficient than our previous system.

A new inventory system was developed to monitor supplies, and the residents' detail system was revised by the House Manager to provide a more equitable way to involve everyone in house maintenance, and to assure that all areas of the house are given attention.

Most of our night counseling staff are college students using this experience as background for future endeavors. In order to make this a beneficial and meaningful time, a night counselor test has been implemented to determine the person's ability to handle the required responsibilities. The manual which governs the night counselor activities has been rewritten to bring it up to date with procedural changes. Not only the night counselors, but all JMA staff have received a Red Cross training course in CPR (Cardiopulmonary resuscitation) and first aid.

### COUNSELING OPERATIONS

There are fewer resources available to juvenile offenders in the Greater Boston area than for adult offenders. This is particularly true in the employment area. However, JMA has been fortunate in becoming actively involved with several agencies which have been instrumental in helping our residents develop excellent job placements. The first is the Youth Development Center which is a private, non-profit agency providing funds for job and educational placement for youth. Our residents have been employed at the Boston Police District, the YWCA, and several other service areas for which YDC is responsible. The second source for job placements has been the Boston Employment Resource Center (an MHHI program). BERC has provided substantial assistance to JMA residents. Finally, we were able to use the services of the Job Factory which is a youth job development program associated with Bentley College.

Each new client at JMA undergoes a two (2) week assessment. During the past year, this time has been used to stress the need for group involvement and responsibility, community interaction, and educational or employment development. The three (3) month in-residency period of JMA program is designed to be intensive in order to prepare and equip the resident to handle the independence of the three (3) month out-residency period.

Although JMA clients are referred by the DYS, many of our residents are concurrently involved (in some form) with the adult criminal justice system. Part of our focus at JMA is therefore as advocate for our clients when dealing with the adult systems. JMA has been successful in establishing good relationships with adult probation offices, and taking advantage of services they may be able to offer, as well as soliciting their support for our program.

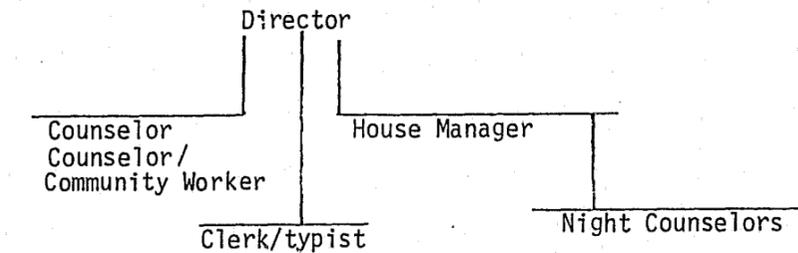
During the summer, JMA took a break from educational and employment pursuits to enjoy several unusual forms of PRAT. Staff members and residents had an exceptional time horseback riding, spending time at the beach and enjoying the fun at Paragon Park on Nantasket Beach in Hull. These outings were meant for more than pleasure, acting as a source of group interaction, improved peer relationships, and as motivation for our residents to participate in more constructive behavior.

### STAFF CHANGES

JMA staff changes for 1980 were: hiring Ron Carrothers to replace Joe Sayles who resigned; Chester Rodrigues replaced JoAnne Rust upon her resignation; Muhammad Haqq started the year as House Manager and has been replaced by Barbara Johnson; and, Frannie Wheeler left her position as clerk/typist, Marilyn Mack is now filling this job.

One other staff change involved the transfer of Chester Rodrigues to the Probation Residential Program on a temporary basis, and JMA hired Nassarin Farhody to perform counseling responsibilities during this time.

### STAFF ORGANIZATIONAL CHART



### CLIENT PROFILE

A white, 17 year old regional referral, who was totally unskilled, yet had completed the 9th grade was the typical referral to JMA during 1980. This resident was single, and had not drug or alcohol dependence or abuse problem.

Respectfully submitted,

*Michael A. Radon*

Michael Radon

PROGRAM:  
TIME PERIOD:

Joseph M. Ambrose House  
January - December, 1980

MAN DAYS: 2988

AVG. POPULATION: 8

# RELEASED: 19  
# COMPLETE: 6  
# INCOMPLETE: 10  
# NEUTRAL: 3

ANNUAL GOAL: 50%  
PERFORMANCE: 38%  
DISCREPANCY: -12%

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
CLIENT FLOW	50%	38%	-12%	20%
(1) # Secure Treatment: <u>1</u> # Complete: <u>0</u> # Incomplete: <u>1</u> # Neutral: <u>0</u>				
(2) # Regional Referrals: <u>18</u> # Complete: <u>6</u> # Incomplete: <u>9</u> # Neutral: <u>3</u>				
RELEASE/COMPLETE				
Program Related Activity Time				
(1) # building new peer groups (participated in new group for five consecutive weeks for two hours/week): <u>6</u>	75%	100%	+25%	100%
(2) # individual improvement (participated in individual activity for 5 weeks for two hours/week): <u>6</u>	75%	100%	+25%	100%
Vocational Status				
Total #: <u>6</u>	95%	100%	+5%	100%
(1) # Employed: <u>6</u>	40%	100%	+60%	100%
(2) # In School: <u>1</u>	40%	17%	-23%	40%
(3) # In Training: <u>0</u>	40%	0%	-40%	20%
(4) # In process of job skill upgrade: <u>0</u>	40%	0%	-40%	20%
(5) # on MRC status 10 or funded training: <u>0</u>	50%	0%	-50%	40%
(6) # earning minimum of \$3.25/hour: <u>6</u>	80%	100%	+20%	80%
(7) # no placement: <u>---</u>	---	---	---	---

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
Financial Management Status				
(1) Avg. amount saved:	\$350	\$208	-\$142	\$25
Sources of Community Support				
(1) Out Residency	95%	100%	+5%	100%
. eligible: <u>6</u> . actual: <u>6</u>				
(2) #volunteer work: <u>5</u>	50%	83%	+33%	20%
RELEASES/INCOMPLETE				
Program Related Activity Time				
(1) #new peer groups: <u>0</u> (2) #individual improvement: <u>0</u>				
Vocational Status		10%		
(1) #Employed: <u>1</u> (2) #In School: <u>0</u> (3) #In Training: <u>0</u> (4) #In Skill Upgrade: <u>0</u> (5) #MRC status 10 or funded training: <u>0</u> (6) #earning min. \$3/hr: <u>1</u> (7) #no placement: <u>9</u>				
Sources of Community Support				
(1) #volunteer work: <u>0</u>				
Financial Management Status				
(1) Avg. amount saved: \$0				
Average Length of Stay				
(1) #days:		143		82

RESIDENT PROFILE

Statistical Analysis

Number in residence on January 1, 1980: 9  
 Total intake during 1980: 20  
 Total releases during 1980: 19 \* 3 Neutral  
 Number in residence on December 31, 1980: 10

Total resident man days for 1980: 2988

Ethnic Distribution

(N= 19)

Caucasian: 63%  
 Black: 31%  
 Spanish: 6%  
 Other: --

Education Level

(N= 19)

Range: 7 to 12 grade  
 Mean: 8  
 Median: 9  
 Mode: 9

Employment Skill Level

(N= 19)

Skilled: 0%  
 Semi-Skilled: 0%  
 Unskilled: 100%

Substance Abuse Problems

(N= 19)

Drugs: 0%  
 Alcohol: 0%  
 Both: 43%  
 None: 57%

Age Distribution

(N= 19)

Range: 16 to 18 years  
 Mean: 17  
 Median: 16  
 Mode: 17

Marital Status

(N= 19)

Single: 100%  
 Married: --  
 Divorced: --  
 Separated: --

Resident Status

(N= 19)

Secure Treatment: 5%  
 Regional Residents: 95%

FINAL PROGRESS REPORT

RE: Lennie Smith

Lennie's first delinquent charge occurred on June 14, 1978 in New Bedford. Since that time, Lennie has been charged with twelve automobile criminal complaints; six larceny complaints; one breaking and entering charge; three possession of burglary tools; and one disorderly conduct charge. It should be noted that Lennie's charges do not include any assaultive or drug related crimes.

It appears that Lennie's offenses all stem from the need for financial gain, since Lennie's crimes involve property thefts. Lennie's family is very poor. His punishments for his criminal activities have been probation and suspended sentences, which have neither altered nor terminated his behavior.

During Lennie's involvement with the court, he was placed in DARE AND KEY fostercare programs. While Lennie was placed in a KEY foster home, he received high recommendations from both foster parents and his KEY counselor. According to a KEY report, he was cooperative and displayed an excellent attitude. Lennie was placed in a DARE foster home in July, 1979, and ran after six days, claiming he felt isolated from his foster mother.

Lennie also had some involvement with the Connecticut judicial system. He was picked up while on default from New Bedford Court. He was in a stolen automobile and was held in detention for five days. When it was determined that he had no part in the car theft, he was transported by the New Bedford Police to the Brockton YMCA Sheltercare program, while awaiting a court date on the default charge.

PROGRESS

Lennie entered the Joseph M. Ambrose House on June 5th, 1980. Our first impressions of Lennie were very positive -- he is a very talkative young man and is easy to approach.

During Lennie's first two weeks we conducted a needs assessment, including a discussion of his plans for the future, and we began to establish short-term goals for him to achieve. Lennie has a strong attraction to automobiles, as his court history indicates, and his career choice is to become an auto mechanic. It was determined that educational goals are not appropriate at this time, due to Lennie's lack of motivation.

After Lennie's needs assessment, he was intaked with the Skill Builders program. It was determined that his subject of study would be auto mechanics, since this vocational training would best meet his needs and interests. Lennie received a low score on the Skill Builders intake exam; therefore, an agreement was made that he receive tutoring on a weekly basis to improve his reading comprehension. This was arranged through the Reading Institute, which specializes in tutorial services for Department of Youth Services referred youth.

On July 21st, 1980, Lennie found employment at the Getty Station on Blue Hill Avenue. This employment was initially for twenty hours a week. Lennie adapted well in the job. Once completing the Skill Builders vocational program, it was agreed that his job would increase to forty hours per week.

On October 15th, 1980, Lennie was graduated from Skill Builders and completed his other out-residency contract obligations with JMA. Lennie's out-residency plan was to find a successful independent living situation. He was able to secure a place in a rooming house, which is not far from his work site. Lennie agreed to meet with his JMA counselor twice a week for supportive services and to maintain contact with the JMA staff.

Lennie was supervised on out-residency for two months. He kept all his out-residency contract obligations, remained employed and continued attending his tutoring sessions at the Reading Institute. Upon graduation from JMA, he was made aware that the JMA staff would be available to him, should future needs arise. Lennie graduated on December 15th, 1980.

## JUVENILE JUSTICE MANAGEMENT TRAINING PROGRAM

### 1980 ANNUAL REPORT

#### Program Goals and Description

The Juvenile Justice Management Training Program (JJMT) began in 1978 with a grant from the LEAA state planning agency, the Massachusetts Committee on Criminal Justice, and has received additional support from the Gardiner Howland Shaw Foundation, the Polaroid Foundation, and the Committee of the Permanent Charity Fund, Inc. The first program of its kind in Massachusetts, JJMT plays a special role in the wake of the deinstitutionalization of state juvenile facilities. With the closing of the state training schools came the use and rapid growth of private, not-for-profit, community-based agencies as the primary providers of services to delinquent and troubled children. Dedication and enthusiasm created new programs; inexperience and poor management closed them.

The most immediate and effective resolution to these management problems appeared to be the development of a comprehensive, accessible, replicable, and ongoing training program for community-based juvenile justice personnel. In 1980, JJMT trained 701 participants in 14 training programs: 3 five-day institutes, 9 one-day workshops, 1 Department of Mental Health contracted workshop, and 1 Special Project Group workshop. JJMT also provided technical assistance to juvenile justice programs in specific areas identified by the programs as needing individual attention.

#### Program Activities

Following are evaluations of each of the trainings presented, a report on technical assistance delivered, and an analysis of participant characteristics.

##### The Juvenile Justice System in Massachusetts February 26, 1980, Sheraton-Sturbridge Hotel.

Several speakers representing state government agencies presented an overview of the workings of the juvenile justice system to 49 participants. JJMT also wrote and distributed a 93-page booklet describing the system and made the booklet available for sale at cost throughout the rest of the year. Ninety-seven percent of participants rated this workshop as meeting or exceeding their expectations, and eighty-seven percent said the information presented was adequately covered.

##### Western Massachusetts Five-Day Institute March 8-13, 1980, Fairfield Inn & Conference Center, Chicopee.

Sixty people applied to this first 1980 institute; 47 of those accepted were committed applicants and 41 attended. An extremely strong group feeling developed at this institute and was cited frequently in evaluations as one of the most valuable experiences of the training. Significant characteristics of participants included the large percentage (17%) of agency executive directors attending, which doubled over the 1979 Western Institute; and a startling 53% increase in the number of people who had been with their agency less than 3

years. Pre-Post test results indicated the institute succeeded in improving managerial skills and increasing professional knowledge, with an average score increase of 6%. All participants said they would recommend the institute to others; 97% rated the information presented as adequately covered, and the overall evaluation rating of presentations for content was 79% and for presentors' style 79%.

#### Issues in Residential Care

April 16, 1980, Sheraton-Sturbridge Hotel.

Six speakers presented information on understanding and managing anger; preventing and managing violence; using volunteer staff; zoning, siting, and permitting of residential programs; supervising effectively to reduce staff burn-out; and complying with laws on physical restraint and seclusion of juveniles. Sixty percent of the 53 participants said the workshop had met their expectations and 40% said it had exceeded their expectations. Ninety-five percent said material was covered adequately. Participants rated the presentations on problems of violence and anger, staff burn-out, and turnover as most useful. The overall average workshop rating for content was 79% and for style was 77%.

#### Delinquency Prevention - Toward a Regional Strategy

April 24, 1980, Norfolk County Agricultural High School, Walpole.

This first in the series of Regional Strategy Building conferences attracted 81 committed applicants and 55 participants, including personnel from agencies not previously involved in JJMT training: local police and school administrators. Ten speakers presented information on delinquency prevention strategy for Norfolk County, building regional coalitions, existing model programs, and securing funds. In evaluating the workshop, the opportunity to meet the other participants and begin building a regional network was rated as the most valuable aspect of the workshop by 92% of participants. Seventy-five percent also rated the small group discussions on delinquency prevention methods and goals; and the presentation of a model for building local, cluster, and regional coalitions as very useful workshop elements. The workshop initiated a regional approach which has been sustained into 1981.

#### Strategies for Working With the Families of Troubled Children

May 6, 1980, Sheraton-Sturbridge Hotel.

Three speakers presented information on who are the families of troubled children; perceptions and relationships between the child care worker and the family; and problems and strategies for child care workers, children, and their families. This workshop attracted the largest number of applications to date - 183. Out of 57 committed applicants, 45 attended. Twenty-seven percent stated the workshop exceeded their expectations, and 64% said it met their expectations. Ninety-seven percent said they would recommend the workshop to others. Ways to improve the workshop suggested by participants included increasing participatory activities, such as role playing, problem solving, and the use of case studies. The popularity of the workshop caused JJMT to modify it slightly and repeat it on July 9. The overall average workshop ratings for content and style were 79% each.

#### Central Massachusetts Five-Day Institute June 6-11, 1980, Hilton Inn, Natick.

Continuing a trend, 121 applications for this institute far exceeded the available spaces: 58 people were accepted, 51 made a commitment to attend, and 45 attended. Women continued to outnumber men, both in applications and participation (58% female, 42% male); and 88% of the group were in administrative/management positions versus direct client service, an increase of 27%. As to agency characteristics, the number operating both residential and non-residential programs increased; those with budgets over \$200,000 increased; and staff size and client service capacity increased. Pre-post test results showed an average increase of 4%. All participants said they would recommend the institute to others. Elements cited as most useful were structure and format of the institute; presentations on time management, leadership styles, and burn-out; meeting other participants; the Manual; and the Special Project Groups.

The Special Project Groups focused on designing a day of training on a management or treatment topic, and people were grouped according to similarities in agency and job function. Many people thought there was not enough time to work on the project and that the personal dynamics problems were tough. However, they rated the groups as a valuable experience in helping to demonstrate each one's management style and in producing very good training proposals capable of being replicated.

The overall evaluation rating of presentations for content was 79% and for presentors' style was 79%.

#### Strategies for Working With the Families in the Specialized Home Care Program June 27, 1980, Clark University, Worcester.

This workshop was presented under contract to the Department of Mental Health for 32 specialized home care workers, as JJMT's first fee for service training arrangement. Four speakers presented information on assessing families as care providers, strategies for working with natural and care provider families, family systems and deinstitutionalization, and structuring and conducting training for families. Fifty percent of participants indicated that the workshop exceeded their expectations, 50% said it met their expectations, and 100% said they would recommend it to others. Participants said the most useful elements of the workshop were the combination of practical and theoretical information and the emphasis on identifying and using families' strengths in each treatment plan. Participants suggested the workshop could be improved by breaking into smaller discussion groups to allow for increased audience participation, by using fewer speakers, and by providing a bibliography for each presentation.

#### Strategies for Working With the Families of Troubled Children - Second Session July 9, 1980, Sheraton-Sturbridge Hotel.

This workshop was a revised version of the May 6 program. The announcement was mailed to people who had applied for May 6 but had not been accepted due to space limitations; and to DYS and other selected agencies. The fee was set at \$25, near-cost basis, rather than the previous \$5. Thus, the workshop

served as a market test to provide some indication of the possibility of operating JJMT on a fee structure, when and if public funds are no longer available to support the project. Of the 35 pre-paid applicants, 26 participated. The 26% drop-out rate exceeded our usual rate of 15%, contradicting our assumption that financial commitment would have a positive influence on the cancellation rate. Eighty-two percent of participants stated that the workshop met their expectations and 14% that it exceeded their expectations. Overall average workshop rating for content and style was 78%.

#### What's Working in Delinquency Prevention

July 10, 1980, Unitarian-Universalist Area Church, Sherborn.

This second Regional Strategy Building for Delinquency Prevention conference attracted 107 accepted applicants of whom 86 attended. Several speakers presented information on the Milton Vandalism Prevention Project, youth employment programs, the Marlboro Court Project, the National School Resource Network, and the Norfolk County Delinquency Prevention Program. Overall evaluation ratings were 79% for content and 75% for presentors' style.

#### Eastern Massachusetts Five-Day Institute

September 6-11, 1980, Osgood Hill Conference Center of Boston University, North Andover.

JJMT's third five-day institute attracted 106 applicants; 50 people were accepted, 48 committed to attend, 41 did participate. This time, more men than women attended. Minority participation was 20%, compared to 17% at the Western Institute and 8% at the Central Institute. Seventy-two percent had been with their agency less than 2 years. Pre-test scores were 10% higher than the other two institutes, and average improvement on post-test was 7%. At this institute JJMT used the Participant Action Plan Approach for the first time as an additional follow-up evaluation. Participants were asked to list 3 items learned at the institute which they would take back to implement at their agencies. Seventy percent of participants were able to implement their top priority action item, and 60% of all action items were implemented at participants' agencies to some degree. This system of measuring the impact of JJMT training will be continued at future institutes.

All participants said they would recommend the institute to others. Elements cited as most useful were presentation on leadership styles, time management, opportunity to network with other participants, and the evidence of planning and smooth management of the institute by JJMT staff. Participants urged that future Special Project Groups be limited to five or fewer persons and that more time be scheduled for that work or that the task be redesigned so it would take only one or two days rather than five. Overall evaluation average of content and style were both 79%.

#### Grantsmanship for Delinquency Prevention Programs

October 1, 1980, Sheraton-Tara Hotel, Braintree.

The third Regional Strategy Building conference attracted 63 accepted applicants of whom 50 attended. Six speakers presented information on the basics of grantsmanship and alternative resource development; use of the Federal Catalog of Domestic Assistance; funding available from DYS, DOE, DMH; and private foundations. Overall evaluation ratings were an average of 83% for content and 80% for style of presentors.

#### Physical and Sexual Abuse of Adolescents

October 2, 1980, Clark University, Worcester.

The large number of applications for this event (117) and the availability of a large room prompted JJMT to accept 78 people, of whom 53 participated. We have not pinpointed any cause for the 32% no-show rate. Several speakers presented information on legal considerations, perspectives on abused adolescents, interviewing and treating abused adolescents, and program response and family structure for abused adolescents. Participants rated overall workshop content an average of 85% and presentors' style 86%. A new category was added to this evaluation where participants could rate the overall workshop using the same scale as for individual presentations. Overall rating for this event was 91%, which supports our premise that participants' general impression of the workshop is higher than the average of the presentor ratings.

#### Central Massachusetts Special Project Group

October 17, 1980, Saxe Room, Worcester Public Library.

This one-day program was planned by participants of the Central Massachusetts Five-Day Institute and attracted 60 participants from their eight agencies. Two speakers provided training in time management, supervision, and performance evaluation. The similarly planned Special Project Group trainings from the Western and Eastern Five-Day Institutes are scheduled to be produced in January, 1981.

#### Providing Services to Young Women

November 6, 1980, Sheraton-Sturbridge Hotel.

Three consultants worked as a team in presenting this training which covered developmental differences between girls and boys; social, familial, and behavioral differences; how male and female staff are perceived, treated, and responded to differently by the adolescent female client; and case study discussions. Out of 150 applicants, 77 were accepted and 65 participated. Overall workshop averages were 79% for content, 83% for presentors' style, and 84% for the workshop overall.

#### Technical Assistance Delivery

JJMT's technical assistance capability has evolved into one of its most valuable, least expensive, and unique services. We received 13 written requests for help and 55 telephone requests. A total of 50 hours of technical assistance was delivered through paid consultants. Another 68 hours was provided by the JJMT staff through telephone conversations; identifying, copying, and mailing resource material; and by referral to people in the JJMT network. Requests range from simple information questions to serious agency threatening management crises. JJMT is especially well suited to receive and respond to the latter. Often the problem is delicate and does not lend itself to discussion with the agency's funding source(s). All requests are handled confidentially; and therefore, agency names have been omitted from the following descriptions. The following list is representative of requests received and responded to, but space does not permit a complete listing.

- information on developing an effective internal communication system for a large decentralized organization
- financial management assessment and recommended remedy for an agency whose operating deficit had become unmanageable

- network referral to assist two agencies contemplating a merger
- consultant services to analyze and refine existing data gathering and program evaluation system
- identified consultant who could provide space planning assistance for offices relocated to inadequate space
- consultant services to an agency undergoing reorganization from a collective to a hierarchical model
- information and consultant names for Board training
- information on developing personnel policies
- research and information on personnel policies for house parents
- information on designing, implementing, and evaluating training
- information on zoning issues for community-based youth programs in Massachusetts
- RFP's and suggestions of prospective funding sources to insure a project's continuation
- information on designing an affirmative action plan
- information on how to start a private, non-profit corporation
- information on the design of a case management system
- information on financing and locating a residential program
- information and training for a new staff to help with team building, time management, and Management by Objectives
- information and strategy to recruit more volunteers

#### Other Activities

JJMT staff made arrangements for printing the third edition of the training manual to meet 1981 needs. In addition to the 204 manuals distributed on a no-cost basis, 58 copies were sold throughout the year. The JJMT library was doubled in size in 1980 and received extensive use by students, human services professionals, and JJMT alumnae/alumni.

Policy Advisory Committee meetings were held on March 4, June 24, and September 23, 1980, and on January 6, 1981. JJMT staff attended meetings of the JJAC and MCCJ and several outside training institutes, and the list of training consultants was again expanded.

#### Staff

Project Coordinator, Claudia Dengler, and Assistant Coordinator, James Michael Hayes, continued to manage JJMT throughout the course of 1980. Our long-term Executive Secretary, Nancy Salvati, submitted her resignation, effective in Mid-September. She took a position of greater responsibility and higher compensation with a local not-for-profit human services agency. In November, Donna Gagnon was hired for the Executive Secretary position.

#### 1981 Plans

- 3 five-day management training institutes
- 5 one-day workshops: "The Juvenile Justice System in Massachusetts," "Issues in Residential Care," "Strategies for Working with the Families of Troubled Children," "Physical and Sexual Abuse of Adolescents," "Providing Services to the Troubled Female Adolescent"
- 2 days of training for trainers
- 9 days of technical assistance
- quarterly newsletter
- 2 one-day Regional Strategy Building conferences

JJMT staff will devote considerable effort to the development of a sound and comprehensive continuation strategy for 1982.

Respectfully submitted,

*Claudia Dengler*  
Claudia Dengler  
Project Coordinator

*Donna Gagnon*  
Donna Gagnon  
Executive Secretary

*James Michael Hayes*  
James Michael Hayes  
Assistant Coordinator

JUVENILE JUSTICE MANAGEMENT TRAINING PROGRAM - PARTICIPANT ANALYSIS 1980

	1-DAY WORKSHOPS					5-DAY INST.			TOTAL	100%
	JJ SYSTEM 2/26/80	RES. CARE 4/16/80	FAMILIES 5/6/80	SEXUAL ABUSE 10/2/80	GIRLS SERV. 11/6/80	WESTERN 3/8-13/80	CENTRAL 6/6-11/80	EASTERN 9/6-11/80		
APPLICANTS	66	91	183	117	150	60	121	106	894	
COMMITTED APPLICANTS	57	62	57	78	77	47	51	48	477	53% (of 894)
ACTUAL PARTICIPANTS	49	53	45	53	65	41	45	41	392	82% (of 477)
<b>AGENCY CHARACTERISTICS:</b>										
<b>TYPE:</b>										
Residential.....	5	32	9	5	12	11	15	4	93	24%
Non-Residential.....	38	5	23	45	36	26	18	22	213	54%
Both.....	6	16	13	3	17	4	12	15	86	22%
PRIVATE.....	34	46	40	38	46	34	41	34	313	80%
PUBLIC.....	15	7	5	15	19	7	4	7	79	20%
<b>FUNCTION:</b>										
group home/1/2way house.	2	21	10	5	7	11	10	6	72	18%
counseling/referral...	0	2	11	2	20	4	2	1	42	11%
secure det/treatment..	5	8	1	0	9	0	3	3	29	7%
mental health.....	4	2	1	7	4	3	6	4	31	8%
education/employment..	5	1	7	2	6	2	4	8	35	9%
court services.....	6	1	3	4	0	2	3	4	23	6%
multi-service.....	19	17	8	30	17	16	13	13	133	34%
other.....	8	1	4	3	2	3	4	2	27	7%
<b>FUNDING SOURCES:</b>										
Federal.....	1	0	5	2	3	1	3	4	24	6%
State.....	12	20	14	19	26	15	8	14	128	33%
Local.....	4	0	0	2	1	0	0	0	7	2%
Combination.....	32	33	26	30	30	25	34	23	233	59%
<b>BUDGET:(in thousands)</b>										
0 - 50.....	9	2	3	0	9	9	1	3	36	9%
51 - 100.....	12	15	5	10	11	8	6	3	70	18%
101 - 200.....	11	21	13	12	17	14	10	11	109	28%
201 - 500.....	10	8	14	15	13	5	17	9	91	23%
501+.....	7	7	10	16	15	5	11	15	86	22%
<b>STAFF SIZE:</b>										
0 - 5.....	9	2	6	4	9	11	3	2	46	12%
6 - 10.....	13	11	11	13	16	16	10	9	99	25%
11 - 20.....	12	14	13	9	15	9	11	10	93	24%
21 - 50.....	11	19	8	11	13	4	13	11	90	23%
51+.....	4	7	7	16	12	1	8	9	64	16%

JMT PARTICIPANT ANALYSIS 1980 (CONTINUED)

AGENCY CHARACTERISTICS (continued)	1-DAY WORKSHOPS					5-DAY INST.			TOTAL	100%
	JJ SYSTEM 2/26/80	RES. CARE 4/16/80	FAMILIES 5/6/80	SEXUAL ABUSE 10/2/80	GIRLS SERV. 11/6/80	WESTERN 3/8-13/80	CENTRAL 6/6-11/80	EASTERN 9/6-11/80		
<b>CLIENT SERV. CAPACITY:</b>										
0 - 15.....	2	19	4	3	14	5	9	3	59	15%
16 - 60.....	13	16	15	12	24	13	10	12	115	29%
61 - 150.....	7	4	10	13	10	12	10	11	77	20%
151+.....	27	14	16	25	17	11	16	15	141	36%
<b>PARTICIPANT CHARACTERISTICS:</b>										
<b>SEX:</b>										
male.....	19	21	14	16	19	21	19	22	151	39%
female.....	30	32	31	37	46	20	26	19	241	61%
<b>ETHNIC BACKGROUND:</b>										
white.....	44	43	38	45	60	35	41	34	340	87%
black.....	3	7	4	3	3	3	2	6	31	8%
hispanic.....	2	3	3	4	1	3	1	0	17	4%
other minority.....	0	0	0	1	1	0	1	1	4	1%
<b>AGE:</b>										
18 - 21.....	0	2	0	1	2	2	0	0	7	2%
22 - 26.....	21	17	23	14	24	14	9	8	130	33%
27 - 35.....	17	26	16	26	27	17	27	22	178	45%
36 - 45.....	8	6	5	7	10	6	8	9	59	15%
46+.....	3	2	1	5	2	2	1	2	18	5%
<b>EXP. IN FIELD: (years)</b>										
0 - 2.....	13	17	10	9	19	7	7	5	87	22%
3 - 5.....	14	15	23	19	21	16	17	13	138	35%
6 - 10.....	18	14	10	19	16	16	16	19	128	33%
11+.....	4	7	2	6	9	2	5	4	39	10%
<b>YEARS WITH AGENCY:</b>										
0 - 2.....	38	43	33	36	46	27	27	28	278	71%
3 - 5.....	5	7	11	7	10	10	15	10	75	19%
6 - 10.....	5	1	1	5	7	4	3	3	29	7%
11+.....	1	2	0	5	2	0	0	0	10	3%
<b>POSITION:</b>										
Adm./Management.....	29	31	18	21	33	25	40	32	229	58%
Direct Client Service.	20	22	27	32	32	16	5	9	163	42%
<b>LEVEL:</b>										
Ex. Dir. (rep. to BOD)	3	1	1	5	4	7	4	8	33	8%
Pro. Mgr. (rep. to ED)	20	30	13	15	20	17	39	21	175	45%
Other (rep. to Pr.Mgr)	26	22	31	33	41	17	2	12	184	47%

JUVENILE JUSTICE MANAGEMENT TRAINING -- PARTICIPANT ANALYSIS COMPARISON

Standard Five-Day and One-Day Programs							TOTAL 1980
	1978	1979	1980				
COMMITTED APPLICANTS	414	440	477				477
ACTUAL PARTICIPANTS	354	385	392				392
Special One-Day Programs							
	REG. STRAT. BLDG. 4/24/80	DMH 6/27/80	FAMILIES (REPEAT) 7/9/80	REG. STRAT. BLDG. 7/10/80	REG. STRAT. BLDG. 10/1/80	SPG WORC. 10/17/80	
COMMITTED APPLICANTS	81	32	35	107	63	60	378 + 477 = 855
ACTUAL PARTICIPANTS	55	32	26	86	50	60	309 + 392 = 701

Participant Characteristics	1978	1979	1980	Agency Characteristics	'78	'79	'80
<b>SEX</b>				<b>TYPE</b>			
Female	51%	54%	61%	Residential	42%	34%	24%
Male	49%	46%	39%	Non-Residential	58%	66%	54%
<b>RACE</b>				Both	-	-	22%
Black	9%	11%	8%	<b>FUNCTION</b>			
Hispanic	2%	5%	4%	Group Home	19%	21%	18%
Asian	1%	1%	1%	Outreach/Crisis Ctr.	19%	18%	11%
White	87%	80%	87%	Secure Det./Treat.	6%	5%	7%
Native American & Other	1%	3%	0%	Education/Employment	16%	18%	9%
<b>AGE</b>				Court Advocacy	8%	11%	6%
18-21	1%	1%	2%	Intake/Assess./Ref.	6%	7%	15%
22-26	18%	25%	33%	Multi-Service	25%	20%	34%
27-35	52%	53%	45%	<b>CLIENT SERVICE CAPACITY</b>			
36-45	21%	17%	15%	0 - 15	16%	13%	15%
46+	8%	4%	5%	16 - 60	32%	31%	29%
<b>EXP. IN FIELD (YEARS)</b>				61 - 150	23%	23%	20%
0-2	16%	15%	22%	151+	29%	33%	36%
3-5	38%	36%	35%				
6-10	37%	38%	33%				
11+	9%	11%	10%				
<b>POSITION</b>							
Adm. / Management	94%	84%	58%				
Direct Client Service	6%	16%	42%				

AVERAGE POST-TEST SCORE IMPROVEMENT = 4.5% (1978), 5.0% (1979), 5.7% (1980)

BOSTON EMPLOYMENT RESOURCE CENTER  
296 Boylston Street  
Boston, MA

GOALS AND OBJECTIVES

The Boston Employment Resource Center (BERC) is operated by MHI and is part of the Massachusetts Comprehensive Offender Employment Resource System (COERS). Funded by the Department of Manpower Development (DMD) and the City of Boston Employment and Economic Policy Administration (EEPA), the BERC provides extensive manpower services to offenders and ex-offenders residing in or returning to the City of Boston.

BERC represents a unique approach to the delivery of social services for the benefit of the criminal justice client. Opened in the summer of 1979, BERC is part of a unique arrangement between public and private non-profit offender and manpower service providers. Coordinating existing state, city and community-based employment and training resources, BERC provides a more efficient and effective system of services. In excess of 1,000 male and female clients are served by BERC; clients having been referred from state and local correctional facilities, probation, parole or pre-release centers, and the Department of Youth Services.

By eliminating duplication of costly services and increasing the availability of services to our target population, BERC seeks to achieve a greater systemwide impact by serving as an efficient, cost-effective, replicable demonstration program.

In order to attain these goals, BERC established the following set of service delivery objectives:

- to provide intake services for 1,000 ex-offenders including 100 female offenders;
- to provide emergency support services for 200 clients;
- to provide (through purchase-of-service agreements from other agencies) vocational, educational and short-term residential support for 50 clients;
- to provide vocational assessment for 600 clients;
- to place 300 clients in subsidized skill training work experience, basic education and on-the-job training programs;
- to place 300 clients into subsidized employment; and
- to follow-up on 75% of our clients placed in programs or jobs.

Other equally important objectives include the development of effective staff training programs and management information systems, and expanding communications and service links between public and private sector agencies.

### SERVICES PROVIDED

BERC provides a wide range of employment and training services to male/female, adult/juvenile ex-offenders. While some of our services are restricted to Boston residents meeting CETA (Comprehensive Employment Training Act) eligibility, other services are available to any ex-offender needing job development and placement assistance.

The primary services offered by BERC include:

- INTAKE: to determine eligibility for CETA services, to develop a client employment plan, to initiate a client information profile and to introduce ex-offender clients to available employment and training resources;
- VOCATIONAL ASSESSMENT: to explore individual skills and opportunities as a preview to possible skill training opportunities, to help determine client eligibility for training by measuring vocational and educational levels;
- PRE-EMPLOYMENT WORKSHOPS: to introduce clients to the "world of work" while developing self-confidence and job search skills including interviewing skills;
- SUPPORT SERVICES: to assist clients needing special support prior to obtaining viable employment. These services include emergency financial assistance, housing referrals, purchase of service and referrals to community-based social service agencies;
- JOB DEVELOPMENT: to assist clients in obtaining employment in the private sector consistent with their individual skills, abilities, motivation and career goals;
- PROGRAM DEVELOPMENT: to assist clients seeking skill training opportunities including on-the-job training placements; and
- FOLLOW-UP: to provide on-going support to placed clients, and employers who hire BERC clients.

The range of services provided by BERC represents a comprehensive approach to manpower assistance for the ex-offender client.

### PROGRAM ACTIVITIES

The major highlight of our client services activity during 1980 was the enormous number of offenders and ex-offenders served. The following is a breakdown of client service activities within each major BERC component:

#### INTAKE

The overall performance of the BERC Intake Unit exceeded expectations by absorbing a sixty (60%) percent increase (over plan) in client activity. This was accomplished within the context of several major modifications in the intake pro-

cess implemented by the City of Boston CETA Prime Sponsor. These changes effectively increased our informational requirement and extended the completion time for client intake by thirty (30%) percent. In order to adjust to these changes, and to insure our ability to service the large number of clients referred, it was necessary to expand the size of our Intake Unit. We were able to do this by redefining several staff positions during the refunding process.

The Intake Unit completed 1639 clients during 1980, with referrals representing the total spectrum of public and private agencies working with the ex-offender client.

#### VOCATIONAL ASSESSMENT

BERC's Vocational Assessment Center operated smoothly during the year, serving as an official CETA entry point for ex-offenders residing in Boston, and processing three hundred seventy-two (372) clients in 1980.

The Singer Graflex audio-visual system is the mainstay of our assessment process. This system is composed of seventeen (17) different work situations on audio-visual vocational assessment evaluation units. They measure a person's aptitude in specific work cluster areas using a work sample approach. Additionally, the Adult Basic Learning Examination (ABLE) is administered to measure academic functional level.

As required, client participation in the Assessment Center is limited to CETA eligible ex-offenders seeking opportunities to participate in subsidized skill training programs. Assessment performance realized a very high completion rate. Overall, the Center processed thirty-eight (38%) percent fewer clients than expected. However, it is interesting to note that there was a significant increase with the implementation of the combined Singer Graflex/Pre-Vocational training process. During the latter part of the year, performance exceeded expectations by almost forty (40%) percent.

#### PRE-EMPLOYMENT WORKSHOPS

A major overhaul of pre-employment training services took place during the year. These major changes were instituted in an effort to improve client screening mechanisms and enhance client job seeking skills. The changes included the development of on-going workshops (two [2] per week), and required Pre-Employment Training (PET) participation. A total of eighty-six (86) clients completed PET in the three (3) month period it was mandated, in contrast to the ninety-four (94) clients who completed the training in the previous nine (9) month period.

#### JOB DEVELOPMENT

Job development activity improved steadily during the year as more qualified staff, and the strengthened cooperation between our contractor-contributed staff, was effected. Although several state job developer vacancies remained unfilled throughout the year, we were able to effect changes in both supervisory and line staff which resulted in improved performances. A total of four hundred eighty-four (484) clients were placed in unsubsidized employment during the year. This figure exceeds our goal by forty (40%) percent.

Additionally, an entry level placement wage of almost \$4 per hour was achieved. This accomplishment by our job placement unit demonstrates the importance of staff selection and training in this critical service area. Continued success will depend on the assignment of qualified staff to BEREC by the contractors and funding agencies, and also the on-going commitment of contributory agencies to support our placement efforts.

#### PROGRAM DEVELOPMENT

Although many clients express a desire to participate in various skill training programs, our assessment process reveals that most do not possess the academic skills needed to enroll in desired programs. Every effort is made to refer clients to available basic education programs to upgrade their academic skills. Clients meeting the selection criteria established by the various programs are referred by our staff program developer who maintains a strong relationship with training programs. BEREC continued to advocate for increased stipend paying work experience and adult basic education opportunities for the ex-offender client, and as indicated in the increased placement wage, was successful.

A total of three hundred seventy-two (372) clients were placed in CETA funded programs during 1980. These programs included classroom training, on-the-job training, basic education, residential support and holding programs.

#### SUPPORT SERVICES

The BEREC Support Service Unit served two hundred seventy-eight (278) clients during the year and responded to a wide spectrum of client needs by developing new resources. Adopting a team-work approach by combining the efforts of our Community Worker and our Female Offender Specialist, BEREC was able to offer greater continuity of services, better resource development, more extensive staff coverage and more effective utilization of existing resources. The availability of a full-time staff person from the Massachusetts Rehabilitation Commission became an integral part of our support system.

#### HIGHLIGHTS OF 1980 ACTIVITIES

BEREC completed its first full year of operation in 1980. We are pleased to report that overall program performance greatly exceeded our original expectations. Looking forward to the coming year, BEREC's efforts will be geared toward

- attracting qualified staff in the area of job development
- securing more work experience and basic education opportunities for ex-offenders
- expanding the utilization of on-the-job training - a priority for BEREC, and
- improving communication between programs and referral sources.

In April BEREC was chosen as a potential site for the implementation of a National Institute of Justice (NIJ) test design for Ex-Offender Employment Programs. MHHI was notified in August that BEREC has in fact been selected as one of three (3) nationwide sites for the program which will be a two (2) year experiment.

NIJ program participants will be provided with a broad array of employment services. A control client group, consisting of institutional releasees with histories of income-producing crimes, will receive comprehensive employment services for a specific period of time. The test will ultimately show if this highly individualized services will have a positive impact on the group by reducing further criminal activity. A Case Manager Supervisor and three (3) Case Managers have been hired to implement the program.

Several BEREC staff had the opportunity to participate in national conferences during the year: Tom Coury and Leo Delaney attended the 110th Congress of the American Correctional Association held in San Diego, and Laura Callahan attended the Second Annual Conference for Female Offenders in Pittsburgh, Pennsylvania.

Many representatives of local, state, national and private sector organizations visited BEREC to observe our service delivery system in action, and to exchange information about ex-offender employment issues.

#### CLIENT PROFILE BOSTON EMPLOYMENT RESOURCE CENTER

John Doe was initially referred to the Boston Employment Resource Center (BEREC) by his social worker at MCI Concord. Mr. Doe had received a parole release date with a stipulation that he secure a stable housing situation and employment prior to his release. Mr. Doe could not fulfill this requirement while incarcerated, therefore BEREC was contacted for assistance.

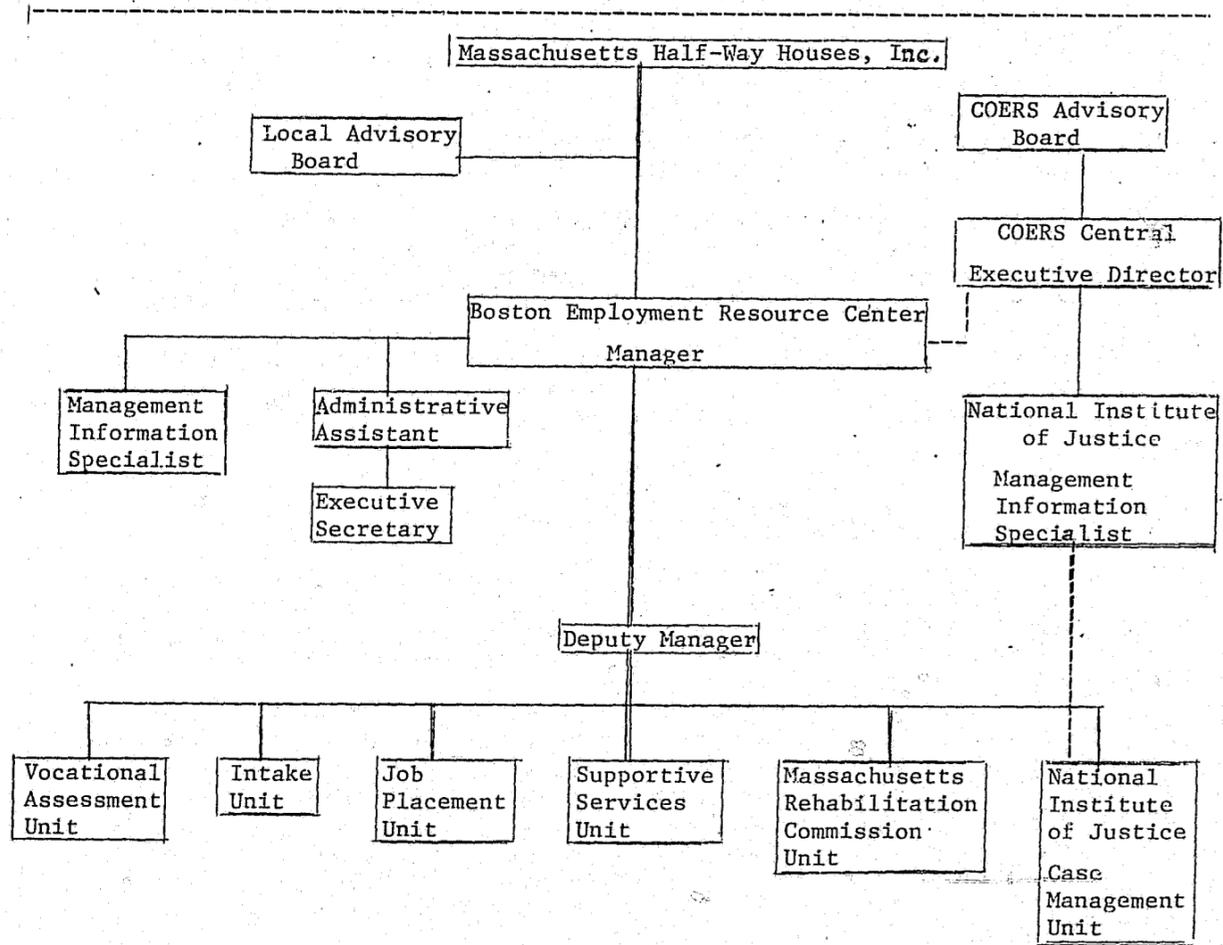
To address Mr. Doe's need for housing, his social worker was advised to contact the Temporary Housing Program (THP), operated by Massachusetts Half-Way Houses, Inc. (MHHI). Mr. Doe applied to and was accepted by THP, fulfilling part of his parole release obligation. With this knowledge, BEREC staff contacted Mr. Doe's parole officer and requested that he consider supporting a work waiver for the client under the condition that he report to BEREC for employment services. This plan was approved, and Mr. Doe was released to THP on post-parole status in February, 1980.

Once settled at THP, Mr. Doe went to BEREC for intake services. During this phase of the plan, Mr. Doe indicated a strong desire to obtain professional training in the field of cooking. His employment history recorded several prior jobs in this field. An employability plan was developed which showed that Mr. Doe should complete the BEREC vocational assessment and pre-employment training service modules. He completed these activities in a responsible manner and was referred to a BEREC program specialist for placement services. After reviewing available training resources, Mr. Doe was referred to a CETA funded program providing the training Mr. Doe has expressed a desire for - cooking. Based on his excellent assessment results, Mr. Doe was accepted into the training program.

Mr. Doe continued to participate in BEREC during his training program. With the assistance of a BEREC Job Counselor, he was able to obtain part-time evening work as a short-order cook. By combining his training stipend with part-time earnings, Mr. Doe was soon able to locate permanent housing, and provide for all his expenses.

In September, 1980, Mr. Doe successfully completed his training program. He returned to BEREC and was placed as a full-time cook at a local restaurant earning \$4.00 per hour. He has remained gainfully employed at both a day and night job and will remain in follow-up status for the next six months.

STAFF ORGANIZATIONAL CHART



Respectfully submitted,

*Thomas E. Coury*  
 Thomas Coury, Manager

CLIENTS REFERRED TO BERC

Statistical Analysis  
 (Jan. 1980 - Dec. 1980)

Referral Source	#	%
Federal Probation/Parole	30	1.8
Massachusetts Department of Correction	140	8.5
Parole Department	167	10.2
Superior Court Probation	110	6.7
District Court Probation	358	21.8
Massachusetts Rehabilitation Commission	51	3.1
Department of Youth Service	2	.12
Deer Island House of Correction	89	5.4
Charles Street Jail	0	0
Other County Facilities	46	2.8
Massachusetts Half-Way Houses	292	17.8
Justice Resource Institute	17	1.1
Other Community Agencies	242	14.8
Self Referrals	95	5.8
<b>TOTAL</b>	<b>1639</b>	<b>100%</b>

CLIENTS REFERRED TO BERG

PROBATION RESIDENTIAL PROGRAM  
307 Huntington Avenue  
Boston, MA

CLIENT FLOW

(Jan. 1980 - Dec. 1980)

Intake	
Total Entered	1639
Goal	1000
Variance	+ 63.9%
Vocational Assessment	
Entered	372
Completed	359
Goal	600
Variance	- 40.2%
Program Development	
Entered	332
Placed	192
Goal	350
Variance	- 45%
Job Development	
Entered	1064
Placed	484
Goal	300
Variance	+ 61.3%
Average Salary	\$ 3.81
Goal	N/A
Variance	N/A
Support Services	
Entered	278
Goal	200
Variance	+ 39%
Total Clients Served	324
Average Cost Per Client	\$ 57.51

GOALS AND OBJECTIVES

Probation Residential Program (PRP) is a twenty (20) bed, coed residential program begun in 1979. PRP is located on the fifth floor of Coolidge House. The program is funded by the Mayor's Office of Public Safety (MOPS) and is the first program of its kind in the Commonwealth. PRP was initially supported by, and draws its referrals from the Dorchester District Court and the Boston Municipal Court. Clients are also referred from the Suffolk County Court System.

Through providing a structured and self-determined program utilizing the techniques of *Reality Therapy* and Mutual Agreement Programming (MAP), PRP seeks to increase a Judge's option in sentencing offenders; to offer an opportunity to experiment with alternatives to traditional incarceration; and, to increase probation officers' options for working with clients in jeopardy of failure, while maximizing the client's chances of achieving a successful community reintegration. In addition, PRP provides emergency shelter for probations in need by keeping two (2) beds on reserve.

HIGHLIGHTS OF 1980 ACTIVITIES

The Probation Residential Program was the subject of an in-depth article printed in the Correctional Association of Massachusetts Newsletter. The article was very helpful in promoting the program.

Representatives of the courts from whom our clients are referred visited PRP this year, offering support and commendation of our program.

Anthony Sasso, the program's initial Director, developed, organized and led in-service training for PRP and Coolidge House night counseling staffs. This training has continued to be the basic training of new volunteer recruits.

Staff of PRP were asked to participate in presenting a synopsis of community-based alternatives to incarceration at the Roxbury and the Dorchester District Courts.

In March, an agreement was made to begin excepting emergency referrals from the Boston Employment Resource Center which expanded their services, and added another dimension to the PRP.

HOUSE MANAGEMENT

PRP is on the fifth floor of Coolidge House (which also houses the MHI Credit Union, Corporate Offices and the Juvenile Justice Management Training program). Our house management responsibility is to maintain the appearance and repairs of the fourth and fifth floors of the building. During the year, several offices were painted, winterization of the residents' rooms and offices was completed, and general housekeeping was performed by the residents of PRP.

COUNSELING OPERATIONS

The Probation Residential Program presents a very unique alternative to incarceration resulting from probation violations. If, at a revocation hearing, it is ordered that probation be revoked and the person incarcerated, PRP offers an alternative. If accepted at PRP, the Judge's order is stayed pending the individual's completion of the program established at PRP. Once the program is successfully completed, the individual is returned to the community under probation status once again.

PRP offers an intensive program to assist individuals to begin to establish a constructive lifestyle, which hopefully will lead to productive, non-criminal behavior. To accomplish this goal, residents become involved in full-time vocational training, financial management, community support activities, family adjustment issues, resolution of addiction problems, behavioral adjustment issues, repayment of court, restitution and support payments, and to learn to use their leisure time productively.

Because this program is an alternative to incarceration, a typical PRP resident would have two (2) or more felony convictions, failed regular probation, failed in other community programs, and is referred to PRP as a result of his/her probation revocation hearing. Not all applicants or referrals are suited to the program, and the selection criteria seeks applicants who are not currently drug or alcohol dependent, and meet at least one of the following simple status areas:

- split sentence
- probation violation and suspended sentence
- probation violation and other plans unsuccessful
- prior adult incarceration and felony charge

Those who are most likely to fail under the imposition of any of the traditional options which the system now utilizes, would therefore be the first choices for acceptance into PRP.

As indicated above, one of the stipulations of being in the PRP is to repay court costs, restitution and support which may be due. To demonstrate that these costs could be realized through involvement in PRP, as opposed to these costs being discounted because of incarceration, those payments made for a three (3) month period were calculated. The results substantial indicate the marketability of a program such as PRP. For the three month period March to June, 1980, the following payments were made by PRP residents:

Court Costs	\$ 2,943
Restitution	3,855
Non-support	<u>3,210</u>
Total	\$10,008

A total of \$10,008 was paid to the courts during the three (3) month period that without a program such as PRP would have been lost revenue for the court system.

STAFF CHANGES

Anthony Sasso was hired as the Director of PRP at its inception. For the time that Tony was in charge, he was dynamic in his efforts to promote and operate PRP. Tony developed the program goals and objectives and diligently "sold" the program to the district courts. He enjoyed a very successful relationship with the court personnel, which helped maintain the referrals to PRP. Although he resigned to accept a position with the Dorchester District Court, Tony continues to act as a consultant to MHHI, and specifically to PRP. The program has been under the direction of Peter Flynn, MHHI Director of Operations, since Tony left.

PRP Counseling staff began with Elizabeth Bonner who transferred to the Boston Employment Resource Center in October. Andrew MacDonald, who began as a night counselor at Coolidge House, was hired as House Manager, later assuming counseling responsibilities. Andy has recently been responsible for the day-to-day operations of PRP, which includes the house management as well as counseling.

Chester Rodrigues was transferred on a temporary agreement basis to PRP from the Joseph M. Ambrose House, to assist in the counseling program.

CLIENT PROFILE

A Dorchester District Court Referral of a white, single male, who was approximately 21 years of age was the average resident of the Probation Residential Program in 1980. This resident was totally unskilled and had completed an equivalent to an 11th grade education. This resident had no drug or alcohol involvement.

Respectfully submitted,

*Andrew MacDonald*

Andrew MacDonald  
Supervisor

PROGRAM: Probation Residential Program  
 TIME PERIOD: June-December 1980

MAN DAYS: 4346 AVERAGE POPULATION: 12

# RELEASED: 92 # COMPLETE: 34 ANNUAL GOAL: 80%  
 # EMERGENCY STATUS: 38 # INCOMPLETE: 13 PERFORMANCE: 72%  
 # NEUTRAL: 7 DISCREPANCY: -8%

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR	
<b>CLIENT FLOW</b>					
(1) # Probationers:	<u>54</u>	80%	72%	-8%	73%
# Complete:	<u>34</u>				
# Incomplete:	<u>13</u>				
# Neutral:	<u>7</u>				
<b>RELEASES/COMPLETE</b>					
<u>Vocational Status</u>					
Total #:	<u>34</u>	95%	100%	+5%	100%
(1) # Employed:	<u>34</u>				
(2) # In School:	<u>8</u>				
(3) # In Training:	<u>3</u>				
(4) # Upgrading Skill:	<u>10</u>	40%	29%	-11%	13%
(5) # MRC Status 10 or funded training:	<u>5</u>	40%	15%	-25%	25%
(6) # Earning minimum of \$3.25/Hour:	<u>22</u>	75%	65%	-10%	63%
<b>Financial Management Status</b>					
(1) # Engaged in posi- tive credit building:	<u>15</u>	50%	44%	-6%	50%
(2) Avg. savings:	<u>\$150.</u>		\$243	+\$93%	\$196
<b>Sources of Community Support</b>					
(1) # Participating in out-residency:	<u>14</u>	60%	41%	-19%	25%
(2) # eligible:	<u>34</u>				
(3) # relocated to new community:	<u>19</u>	60%	56%	-4%	63%
(4) # volunteer work:	<u>27</u>	50%	79%	+29%	88%
(5) # in new group activity:	<u>27</u>	75%	79%	+4%	100%

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
<b>RELEASES/INCOMPLETE</b>				
(1) # Incomplete:		<u>13</u>		
(2) # vocational placement:		<u>4</u>	31%	
. # employed:		<u>1</u>		
. # in school:		<u>3</u>		
. # in vocational training:		<u>0</u>		
. # in MRC Status 10 or beyond:		<u>0</u>		
. # no placement:		<u>9</u>		
(3) Avg. amount saved upon release:	DNA	\$24.00	DNA	\$0
(4) Avg. length of stay:	DNA	41 days	DNA	47 days
<b>EMERGENCY HOUSING</b>				
(1) Total #: 38				
(2) Average stay:	DNA	11 days	DNA	18 days

RESIDENT PROFILE  
Statistical Analysis

Number in residence on January 1, 1980: 9  
 Total intake during 1980: 89  
 Total releases during 1980: 92  
 Number in residence on December 31, 1980: 6

Total resident man days for 1980: 4346

Ethnic Distribution

(N= 92)

Caucasian: 54%  
 Black: 43%  
 Spanish: 0%  
 Other: 3%

Education Level

(N= 92)

Range: 3 to 15 grade  
 Mean: 11  
 Median: 11  
 Mode: 10

Employment Skill Level

(N= 92)

Skilled: 0%  
 Semi-Skilled: 11%  
 Unskilled: 89%

Substance Abuse Problems

(N= 92)

Drugs: 4%  
 Alcohol: 25%  
 Both: 0%  
 None: 71%

Mental Health: 8%

Age Distribution

(N= 92)

Range: 17 to 42 years  
 Mean: 21  
 Median: 21  
 Mode: 19

Marital Status

(N= 92)

Single: 83%  
 Married: 11%  
 Divorced: 2%  
 Separated: 4%

Resident Status

(N= 92)

# Dorchester Dist. Court: 54%  
 # Boston Municipal Court: 8%  
 # Suffolk Superior Court: 6%  
 # Roxbury District Court: 9%  
 # Chelsea District Court: 2%  
 # So. Boston Dist. Court: 8%  
 # Brighton District Court: 0%  
 # West Roxbury Dist. Court: 1%  
 # East Boston Dist. Court: 4%  
 Other: 8%

Sex (N= 92)

# Male: 94%  
 # Female: 6%

FINAL PROGRESS REPORT

RE: Edward Abbott

Edward Abbott was referred to the Probation Residential Program on February 15, 1980 by the Dorchester District Court. He entered the program on April 9, 1980 and completed the program on June 13, 1980.

PROGRAM ADJUSTMENT

Mr. Abbott had few adjustment problems during his stay in the program. He adhered to his curfew of one o'clock am and made his required call-ins; he missed one mandatory house meeting, but attended all of his vocational appointments promptly; and he completed his daily detail assignments and rent work-offs in a timely manner.

Mr. Abbot earned several privileges due to his excellent progress and performance in the program. On May 7th he was elected as a Resident Executive Committee member (a committee which serves as a liaison between the director and the residents); on May 27th he earned Project Status (a privilege which exempts residents from completing daily details); and on June 6th he earned out-residency (a portion of the program when the resident completes his program while residing in the community, and continues reporting to the program's mandatory meetings.)

MUTUAL AGREEMENT PROGRAMMING - CONTRACTUAL GOALS

Mr. Abbott planned to pursue several goals while in the Probation Residential Program: 1) to secure full-time employment, 2) to pursue his General Education Diploma (GED), 3) to develop a budget plan and open a savings account, 4) to make payments toward his court costs and restitution, 5) to maintain a positive relationship with his family, and 6) to establish a secure living arrangement upon completion of the program.

EMPLOYMENT/FINANCES

Mr. Abbott secured the position of driver at Boston Computer Services on April 14th at a salary of \$3.40 an hour. He received a raise to \$3.60 an hour on May 19th. In addition, Mr. Abbott worked with his family at a flea market in Dorchester on two occasions. As of June 13th, from his combined incomes, he had earned a total of \$766, which was disbursed for rent, savings and personal expenses. On April 25th he opened a savings account in the MHHI Credit Union and completed the program with \$250 in savings, plus his paycheck for approximately \$125.

While he was in the program, Mr. Abbott received a settlement from a past injury in the amount of \$2,000. He was able to use this money to pay his \$300 in restitution and \$150 in court costs and to leave the program in an excellent financial situation.

VOCATION/EDUCATION

Mr. Abbott had no plans to pursue vocational training while he was in the program, but he was interested in furthering his education by preparing for

the General Education Diploma (GED). However, his varying work schedule made it impossible for him to enroll in a continuing education class while he was in the program. Once his work schedule stabilizes, he plans to enroll in continuing education classes to obtain his GED. He was referred by his counselor to several agencies which provide GED preparation classes.

#### COMMUNITY SOURCES OF SUPPORT

Mr. Abbott is on very good terms with his family. During his stay in the program, he kept in regular contact with them, and they sponsored him for his seven earned overnight passes on the weekends. Mr. Abbott's father displayed great interest in his son's progress by visiting the program and meeting with the program director.

#### SUMMARY

With the exception of a few incidents, Mr. Abbott adjusted well to the program. He was very responsible about adhering to program standards and earned several privileges while a resident -- he served as a role model to the other residents. Mr. Abbott was motivated to pursue his contractual goals, completed them within their designated timeframes, and graduated from the program on June 13, 1980.

#### ACKNOWLEDGEMENTS

The following people or agencies have been instrumental in the successful operation of all of the programs which comprise Massachusetts Half-Way Houses, Inc. The Board of Directors (\*) give unstintingly of their time, energy and efforts on behalf of MHHI, as do all Corporate Members (#). As indicated in the Executive Director's report, our night counseling (°) staff is truly the special ingredient which makes MHHI productive. Also listed here are the agencies, resources and others with whom we interact to provide the services our clients need. To all of these people, the staff of Massachusetts Half-Way Houses, Inc. expresses gratitude.

ABCD (Action for Boston Community Development)  
American Red Cross - Disaster Unit  
Adult Work Experience (AWE)  
American Friends Service Committee  
Adult Learning Center  
Akido Institute  
Alcoholics Anonymous  
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Boston Marina Mouth Drug Program  
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°Michael Baker  
°Charles Burkett  
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 Center Club House  
 Cardinal Cushing Center  
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 °Evelyn Crooks  
 Crime and Justice Foundation  
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 \*William A. Coolidge  
 °Cindy Coleman  
 °Nancy Crowder  
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 Resource System (COERS)  
 Department of Correction  
 Department of Public Welfare  
 Deer Island Pre-Release Personnel  
 Dimock Community Health Center  
 Department of Manpower Development  
 Department of Employment Security  
 Department of Youth Services  
 Department of Social Services  
 Department of Mental Health  
 Dorchester District Court  
 Dale Academy  
 °Francine Dancy  
 °Shenia Dancy  
 Dorchester APAC  
 #Henry F. Davis, III  
 #John A. Dolan, Esquire  
 #The Rev. Robert F. Drinan, S.J., M.C.  
 #Nancy Dube  
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 Elma Lewis School  
 Executive Office of Human Services  
 Employment and Economic Policy  
 Administration (EEPA)  
 Federal Bureau of Prisons  
 Federal Probation  
 Family Guidance and Counseling Centers  
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 °Jacqueline Farr  
 #Thomas Farber  
 \*Harry H. Fienman  
 #Robert H. Foster  
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 MA Committee on Criminal Justice  
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Dan O'Brien, Job Developer  
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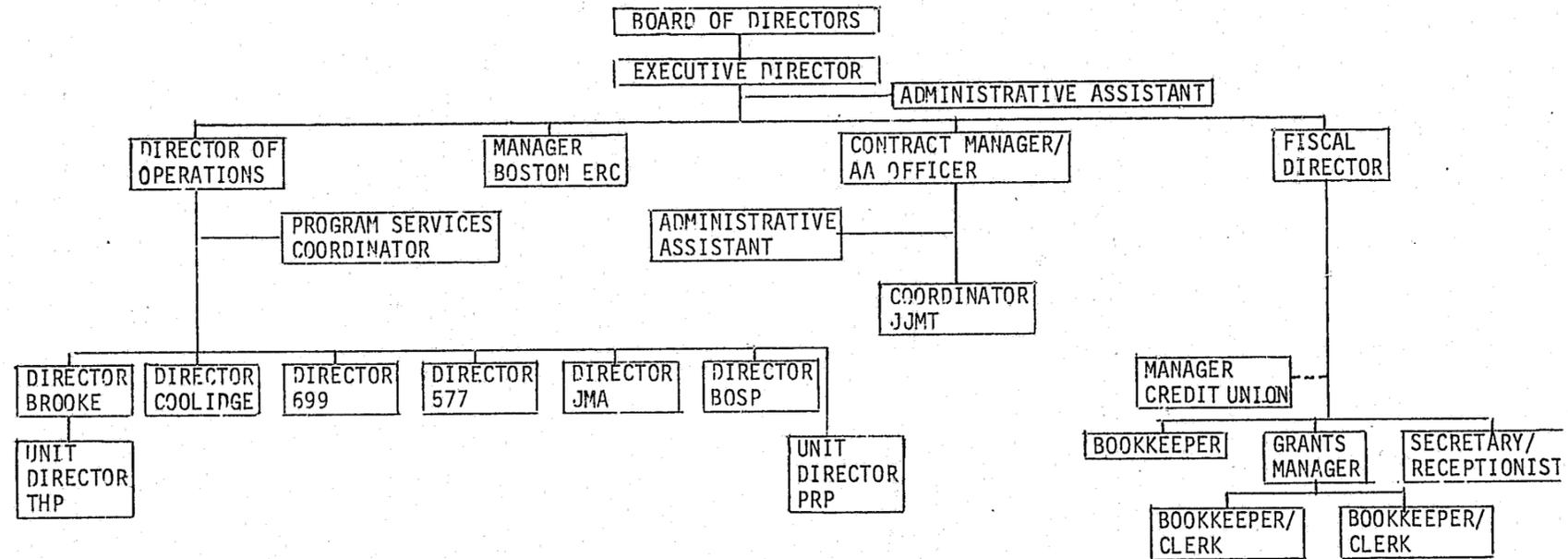
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Bob McDonald, Vocational Counselor (part-time)

DEPARTMENT OF CORRECTION

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Joe Findley, Job Developer  
Fran Hede, Job Developer

MASSACHUSETTS HALF-WAY HOUSES, INC. - ORGANIZATIONAL CHART



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DIRECTOR, 699 HOUSE  
DIRECTOR, 577 HOUSE  
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DECEMBER, 1980