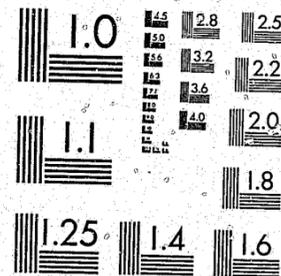


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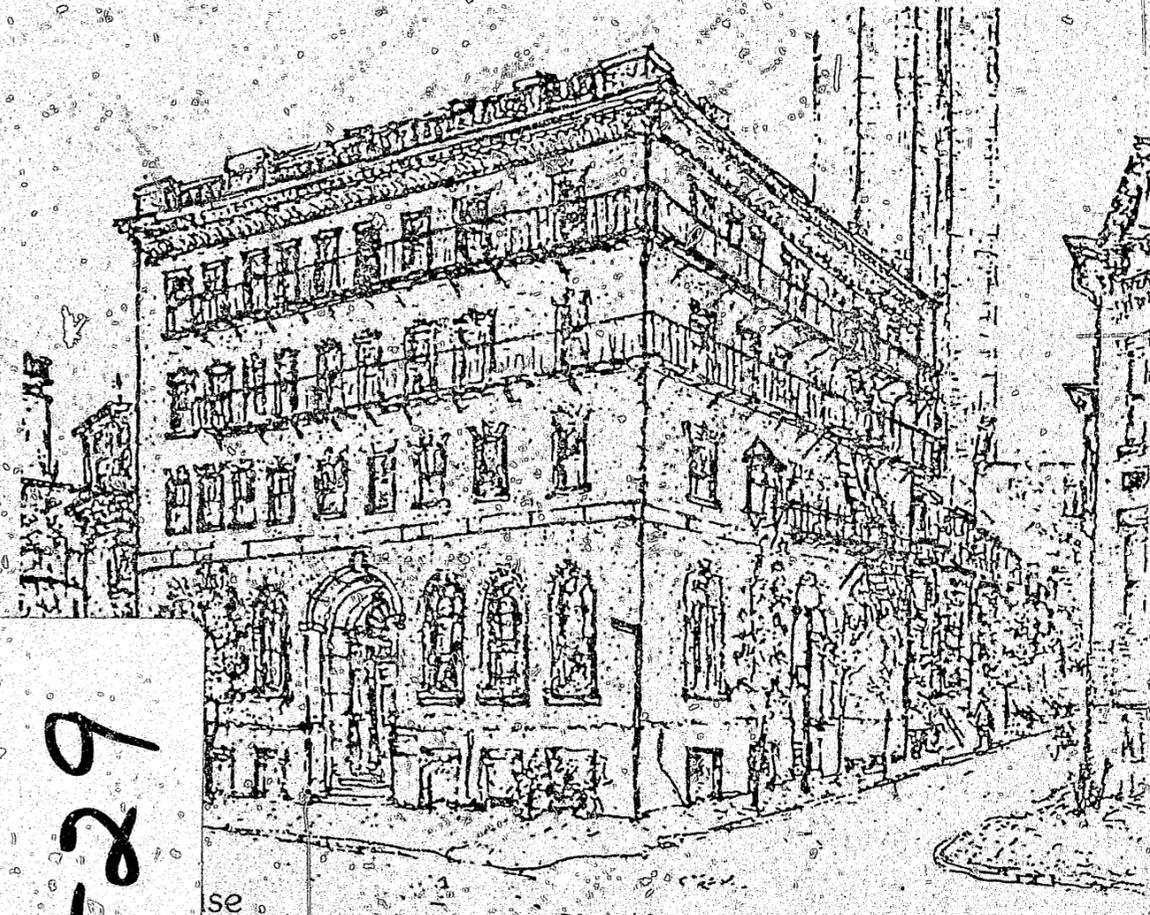
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**MASSACHUSETTS HALF-WAY HOUSES, INC.**



83529

1981 ANNUAL REPORT

MHHI

1965 — 1981

*"the largest and oldest residential community corrections program in New England."*

# 1981 ANNUAL REPORT

NCJRS

APR 26 1982

ACQUISITIONS

cover:

*Brooke House*

U.S. Department of Justice  
National Institute of Justice 83529

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IN MEMORY OF  
The Reverend Howard T. Joslyn

Born June 18, 1902

Pomfret, Vermont

Date of Death

July 6, 1981

With profound sorrow Massachusetts Half-Way Houses, Inc. reports the death of one of its most loyal and beloved members and one of its original incorporators -- The Reverend Howard T. Joslyn.

In his death we have lost a wise counselor, a kindly man of God and a dear friend. He dedicated his life to God more than fifty-five years ago. He put every other ambition behind him and, almost to the day of his death, he devoted himself to the Church and to mankind. His interest and work for God and the Church was not lessened by his retirement.

He was a sterling character, and this was reflected in his love for God, for his family, his high-minded sense of duty to the public, his unselfishness, and his gentleness and understanding. Esteemed by his associates, loved by his friends, he was respected by all.

# Table Of Contents .....

## REPORT

## PAGE

President of the Corporation.....	1
Report of the Executive Director.....	4
Report of the Fiscal Director.....	7
Report of the Contract Manager.....	15
Report of the Director of Operations.....	22
PROGRAM REPORTS:	
Brooke House Multi-Service Center.....	34
MassCAPP.....	44
Boston Offender Services Project.....	52
Coolidge House.....	58
Temporary Housing Program.....	65
Probation Residential Program.....	72
577 House.....	78
699 House.....	85
Joseph M. Ambrose House.....	92
Boston Employment Resource Center.....	101
Juvenile Justice Management Training Program.....	111
On Call Team.....	123
Federal Credit Union.....	130
Massachusetts Half-Way Houses, Inc. Board of Directors--1981	
Massachusetts Half-Way Houses, Inc. Full and Part-time Staff	
Massachusetts Half-Way Houses, Inc. Organizational Charts	

Acknowledgements  
Request for Information

## PRESIDENT

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

### GREETINGS:

Over the years, Massachusetts Half-Way Houses, Inc. has attempted through the publication of its Annual Report to present a picture of our Corporation in action. 1981 began with activity no one anticipated--a fire which seriously damaged our facility on Huntington Avenue, Coolidge House. At the time of the fire, the building housed two residential programs, the Corporate Offices and the Juvenile Justice Management Training Program. While all of the residents had to be moved to other locations, the administrative offices and the Juvenile Justice Management Training Program were able to continue operating there. The reorganization, even though temporary, was a portent for the coming year in which MHHI's actions concentrated on reviewing, reorganizing and strengthening current services in the face of drastic fiscal reductions.

The fire damage (outlined on page 58) resulted in our innovative Probation Residential Program being moved to Brooke House (see page 23), and being reduced from a twenty-bed program to a seven-bed program, which ultimately was not refunded by the City of Boston due to the expiration of the Law Enforcement Assistance Administration (LEAA) program. It is important to note, however, that the Probation Residential Program, during its two years, was responsible for a remarkable reimbursement rate by its clients (see page 72). MHHI's other programs suffered in the deluge of budgetary cut-backs, and the funding to continue the programs had to be sought in other ways.

The Boston Offender Services Project (BOSP) Director, through exerted efforts was able to secure the support and generous backing of many diverse foundations and individuals (see page 54). Our training component, the Juvenile Justice Management Training (JJMT) Program, also suffered the lack of refunding by its original funding agent, and sought to supplement its income through participant fees and publications sales, and was successful, as noted on page 115 in generating additional revenue. It is equally important to note the innovative programs developed by JJMT in 1981, and the overwhelming attendance and response which are highlighted on pages 111 through 118.

Although funding cuts made a sharp impact on the services provided in specialized areas, MHHI was able to substantially expand services in other directions. Early in the year, through competitive bidding and contracting with the Massachusetts Parole Board, MHHI assumed the operation of a unique

program for developmentally disabled parolees. The operations of this program, the Massachusetts Community Assistance Parole Program more commonly referred to as MassCAPP, can be found on page 44. At the American Correctional Association's 111th Congress on Corrections held in Miami Beach in August, the Chairman of the Massachusetts Parole Board made a presentation about this program which generated a large response from across the nation. Another innovative program with which MHHI became involved in 1981 is the National Institute of Justice test design to measure the effects of employment on recidivism rates. MHHI was chosen as one of three national sites for this test design which has been incorporated into the services provided by MHHI's Boston Employment Resource Center (BERC). The services and initial impact of the program are outlined in the BERC report which begins on page 101.

Fiscally, MHHI continues to be a nationally recognized leader in expending the majority of its capital for direct-client services. As illustrated on the charts attached to the Fiscal Director's report, MHHI expended 97.9% for client services, and only 2.1% for administrative services. This is a feat not easily accomplished and worthy of special recognition. An equally important illustration of the scope of services provided by MHHI can be seen in the three-year comparison of clients served by all MHHI programs (see page 24).

In the seventeen years that MHHI has been in existence, it has continuously striven to remain in the forefront of providing needed services to offenders in the Greater Boston area, as well as offering other services proven to be essential in assisting clients in developing productive life styles. MHHI has established "firsts" in management training programs open to all human service agencies within the Commonwealth; in providing an alternative to incarceration to probation violators; in providing services to men recently released from prison with no means of providing for their own immediate, basic needs; and, in becoming an acknowledged expert in the area of community-based services for ex-offenders.

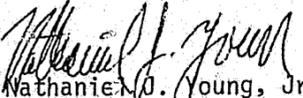
It is our intention to exemplify our efforts through the reports which follow, and which comprise our Annual Report. We welcome requests for additional information, as well as comments on the operation or administration of our programs. MHHI is a corporation devoted to action--action for the improvement of the quality of life for our communities, criminal justice and juvenile justice agencies in the Commonwealth. Even in the face of extreme budgetary constraints in 1981, and as implied for the future, MHHI continues to seek methods of retaining needed services, expanding existing services, and providing effective and efficient services to our clients and associates.

The Board of Directors of MHHI is proud to announce that the Executive Director, J. Bryan Riley, who has remained professionally active throughout his career, was elected as President of the International Halfway House Association in 1981. Bryan is a nationally recognized expert in the area of community-based services, and this prestige only serves to credit MHHI's success.

All MHHI staff are to be commended for the outstanding jobs that they have been able to do in view of the many changes experienced in 1981: the Coolidge House fire, budget cuts, discontinued funding of programs, other austerity maneuvers, and the development of new and expanded programs and services. We are also genuinely appreciative of the many people who volunteer their services to supplement our permanent staff during the evenings, weekends and on holidays. Many people come and go during the year as MHHI volunteer night counselors. They have found this position to be an excellent training ground, as well as an entrance into the larger field of community corrections or human services. MHHI again is pleased to be a forerunner in this effort to provide this opportunity for so many, and equally as pleased to observe that many of our long-term, permanent employees rose from the ranks of the volunteers.

I began this letter indicating that MHHI attempts to present itself as a corporation in action. Hopefully, by reviewing the following reports, you will see that we are an action-oriented corporation which does not intend to stagnate in the face of fiscal austerity. The services we provide for a special group of people will not end when the funding sources become more scarce, and MHHI will continue its tradition of seeking alternative funding sources, while it maintains its position as a leader in correctional community programs and services. 1981 was surely an action-filled year for our corporation, as I am sure you will agree by reading the following reports.

Respectfully,

  
Nathaniel O. Young, Jr.  
President--MHHI

## 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 for 1981 as Executive Director.

This year was one of the most challenging periods in MHHI's history. Funding sources changed dramatically; reliable resources became more scarce or non-existent; inflation continued to take its toll on all of us; the increasing prison population continued unabated; and competition for limited funding and program opportunities was unprecedented. MHHI, like all community-based human service programs, faced a rapidly changing marketplace and had to develop new skills and programs to keep pace with the times. It appears that this reduction of resources and changing priorities will continue in the future and MHHI must continue to maximize its skills to meet these challenges.

In 1981, some of our more creative programs lost their funding base and have either merged with existing MHHI programs; relied on support by private foundations, individual donations or corporate funding; or were phased out entirely. These included the Boston Offender Services Project, the Juvenile Justice Management Training Program, Regional Strategy Building, and the Probation Residential Program. On the other hand, we were able to expand our services to the Massachusetts Department of Correction, the Massachusetts Parole Board and the Massachusetts Department of Youth Services. The changes in our funding sources and the programmatic affects (details of which are outlined in the following reports) have left us in a stronger position for continued growth, while at the same time, stabilized the operations of the Corporation.

Some of the results of these changing times can be seen in our services to youthful offenders. While we did not have any youthful offender programs in 1976, by 1981 approximately 30% of our budget was allocated for services to this population. In addition, non-residential programs accounted for 11% of our expenditures in 1976, and by 1981 accounted for approximately 40% of our expenditures. Over the same five year period, our operating budget has increased 115%, and the number of programs we operate has doubled, a 100% increase.

Further evidence of MHHI's ability to meet, accept and overcome the challenges of human service delivery programs is found through MHHI's development of the Mutual Agreement Program contracting with clients, the adoption of Reality Therapy treatment process and goal setting, as well as the refining of present skills and the developing of new

ones, all verified through the management information systems used to measure our accomplishments. We feel justifiably proud that these techniques have been proven to significantly reduce further crime by program graduates; a fact established by the Research Division of the Massachusetts Department of Correction in a recently completed five-year follow-up study which supports the findings of earlier one-year follow-up studies. For example: MCI Walpole had a 49% recidivism rate; MCI Concord, 55%; while the pre-release center rate, which includes five MHHI facilities, was only 35% over this five-year period.

"The findings suggest a reintegrative or rehabilitative quality in the movement from maximum to medium to minimum security levels, as opposed to an abrupt release directly from a maximum security institution... These findings provide striking support for the recently enacted community-based correctional network of programs in Massachusetts."<sup>1</sup>

In view of these accomplishments, MHHI continues to believe strongly in sharing its experiences and talents with others. Our staff and residents have volunteered hundreds of hours to community service projects, including neighborhood organizations, speaking to high school and college classes, and actively participating in professional organizations. Numerous requests for assistance are replied to annually, and the use of our resource libraries has increased substantially. Some of the organizations for which our staff have played leadership roles include: Correctional Association of Massachusetts, Crime and Justice Foundation, Governor's Advisory Committee on Corrections, International Halfway House Association, Juvenile Justice Advisory Committee, Women in Criminal Justice, The American Correctional Association, the Massachusetts Council of Human Service Providers, the Clearinghouse for Technical Assistance, and the Massachusetts Rehabilitation Commission Ex-offender Advisory Committee.

Not only have we experienced significant changes in our contracting for programs, but in order to keep pace, we have implemented needed changes in our administrative procedures. In a continuous attempt to remain competitive with national standards, a national salary survey of comparable agencies to MHHI was conducted which resulted in the recommendation to the Board of Directors of a new salary scale for MHHI personnel. Coincidental with the changes in our programs, all job descriptions were revised and made more pertinent to our present programs and corporate structure. Other administrative changes implemented this year which affect the corporate operation include:

- implementing a standardized job posting procedure and centralizing the recruitment procedure

<sup>1</sup>Rates of Recidivism: A Five Year Follow Up David P. LeClair, Ph.D. Massachusetts Department of Correction, Publication No. 12577, Oct 1981

- implementing a standardized orientation process for new employees
- designing and conducting a six week training program for MHHI support staff
- substantially improving the fringe benefits offered to employees
- streamlining personnel record-keeping systems
- Made application to the Commission on Accreditation for Corrections to have our adult, residential programs accredited.

As program needs change, so must administrative operations and MHHI has attempted to implement those changes to assure that all changes were handled smoothly and with little disruption to our residents and clients.

In view of the opening comments, the future may appear bleak. However, the future is bright for community residential programs and opportunities are available for our continued growth and prosperity. The current upheavals due to changes occurring in our government will be short-lived. Once the new direction has been established and implemented, our programs will again be called upon to provide even greater services than in the past. It seems clear that our society is not inclined, nor can it afford, to return to the institutional mentality of the past. This reality comes quickly in a tight fiscal economy. Whether or not we are ready when the challenge comes to provide these needed services depends on all of us. If we follow the precepts of the past and support each other through personal commitment for the good of all of us, there is no doubt we will persevere and provide the services so necessary to improve the quality of life for our residents, community and ourselves.

In conclusion, I wish to express my appreciation for the support and guidance given by the MHHI Board of Directors, the staff and the many volunteers at our programs. It is because of you that MHHI has been able to attain its prominence and realize so many achievements over the years. May MHHI always continue to deserve your faith, support and commitment.

Respectfully submitted,

*J. Bryan Riley*  
J. Bryan Riley  
Executive Director

## FISCAL

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 1981.

The Corporation expected to face several challenges during the year:

- How to combat rising inflation while continuing to run cost-effective programs?;
- How will the loss of funding, due to Proposition 2½ and the federal cutbacks, affect our, up to now, strong cash position?; and,
- What effect will the new Rate Setting Commission regulations have on purchase-of-service contracts?

What was not expected, nor could anyone foresee, were the events of the morning of January 7, 1981.

Approximately 8:15 AM, a fire started in 309 Huntington Avenue and quickly spread to the rear of Coolidge House. It is to the credit of the residents and the program staff at Coolidge House that everyone was evacuated in a timely manner and there were no injuries.

Relocation of residents housed at the two residential programs in Coolidge House was our top priority. By night-fall, beds were found within the MHHI structure, plus nine beds were provided at Hillside, another pre-release facility under contract to the Department of Correction.

Due to the extensive fire damage, it was determined we needed to retain the services of a professional insurance adjuster to help us in the preparation of the claim and to protect our interests.

Numerous meetings and negotiations were held between the insurance company's adjuster and ours to arrive at an agreeable claim amount. In May, an amount was agreed upon and repair work was ready to begin.

At the same time we were negotiating with the insurance company, we were securing bids from potential contractors for the needed repairs. The contractor that was selected guaranteed that the repairs would be completed by the middle of June. After many unexcused delays in the completion of the repairs, we were forced to terminate the contractor and hire a new one.

Although the repairwork was progressing slowly, sufficient improvement was made to permit a limited number of residents to return to Coolidge House in April; by fall the program was at full capacity. (It should be noted that, at the time of the fire, the Probation Residential Program was located on the fifth floor of Coolidge House. It was relocated to Brooke House and remained there until its funding expired and the program was discontinued on June 30th.)

Entering the year, as indicated above, one of our main concerns was inflation. The previous two years, 1979 and 1980, the rate of inflation was 13.3% and 12.4%, respectively; 1981 was projected at 12.5%. Due to the limited funds allocated to state agencies for contracting with community-based providers, our annual contract renegotiations have only brought us a 5%--7% increase over the previous year's contract, not nearly enough to cover our biggest category--personnel. However, we were pleasantly surprised to learn that inflation was at its lowest since 1977; the 1981 rate was only 8.9% and for 1982 it is projected at 7-8%.

Access to timely financial information has enabled the corporation to stay within contract budgets. In the past, this information was compiled manually and, as the corporation grew, through the use of computer service bureaus.

Since 1976, the corporation's budget has increased 115% and the number of programs it administers has doubled. It was time to take the big step --and in 1980 we purchased a computer.

The first report entered into the computer was our Grant Status Report. This report enables us to supply the program directors their total budget for the year, by line item and category, and monthly and year-to-date expenditure information. The report also allows the director to plan monthly expenditures to the end of the contract year.

In May, we expanded the computer's use to include an Accounts Payable System. This expansion exceeded our most optimistic expectations as it enabled us

- to prepare and submit monthly invoices under our cost reimbursement contracts one week after the month ended as opposed to three weeks under the manual system;

- to provide program directors with program expenditures within two weeks after the month ended as opposed to four weeks under the manual system; and
- to project and predict our cash needs four to six weeks ahead as opposed to two weeks under the manual system.

Cash management was a high priority for 1981. The passage and implementation of Proposition 2½ (the November, 1980 statewide referendum limiting real estate taxes to 2½% of market value) meant the City of Boston would no longer fund BOSP, the Probation Residential Program, as well as 10 of the 20 beds at 577 House. We also learned that the Reagan Administration was considering elimination of the Comprehensive Employment Training Act (CETA) and began cutting the allocation. This meant a loss to the Corporation of the Vocational Training and Support Services contract with the Employment and Economic Policy Administration (EEPA), a reduction in funds for the Assessment Center of BERG, also EEPA funded, and a reduction in funding for BERG from the Department of Manpower Development (DMD). The continued decline of residents from the Federal Bureau of Prisons also had its effects. For fiscal years 1980 and 1981, we anticipated an average of 15 residents per day; fiscal year 1980 was the only year we reached that goal. In 1981, we were averaging less than half that number and adjustments were made, accordingly, to the fiscal year 1982 budget.

With the implementation of the new regulations for purchase-of-service contracts, mandated by the Massachusetts Rate Setting Commission (RSC), another concern on the effects of cash management was raised. After reviewing the regulations, it was determined that we would be allowed to contract with a state agency under what is termed an "Accommodation Purchase." This type of contracting is beneficial to both the provider (MHHI) and the state agency as it reduces paperwork (under cost reimbursement contracts, the provider had to forward copies of every bill to the contracting agency), guarantees "x" number of beds will be available for that agency's use, and of utmost importance to us, ensures equal payment each month of the contract.

MHHI has been successful in negotiating this type of contract for over 60% of its programs. In addition, we have retained the clause in our contracts which requires agencies to pay our monthly invoices within five days after submission. The combination of these negotiated items has had a dramatic effect on cash flow. As of December 31, 1980, accounts receivable were 20% of our annual budget; as of December 31, 1981, they are only 10% of our annual budget and this year's budget is larger than last year's!

Despite the loss of funds due to Proposition 2½ and the cuts in CETA, we were able to increase our budget for fiscal year 1982 by expanding the number of beds available to the Department of Correction and by adding three new programs, two with the Massachusetts Department of Youth Services and one with the Massachusetts Parole Board.

Following this report are charts and graphs based on our fiscal year 1981 (July 1, 1980 to June 30, 1981) audit report. Presented first are two charts; one summarizes how we derive our funds and the other summarizes how they are expended.

The attached graphs depict comparisons:

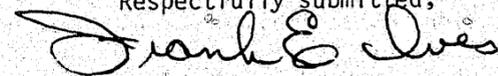
- graph 1 compares expenditures by program for fiscal year 1981 with the program's percentage of total expenditures at the top of each bar;
- graph 2 compares 1980 and 1981 fiscal year's income by source; and
- graph 3 compares expenditures by program type.

Effective March 1st, MHHI was able to broaden its employee fringe benefit package at no extra cost. For the first time, we are providing dental and long-term disability insurance and are able to provide double the weekly payments an employee could expect to receive under the short-term disability insurance. (Not that the Coolidge House fire had any bearing on our decision, but in July we were able to increase the fire policy coverage on all our programs by 93% while only paying an increased premium of only 28%.)

Even though 1981 had an inauspicious beginning, it proved to be a fiscally sound year for MHHI. We were able to absorb the losses due to Proposition 2½ and the cuts in federal funding by expanding existing programs and contracting for new ones. At the same time we were able to improve our cash flow by producing timely financial information and making ourselves more knowledgeable of the regulations by which we are governed.

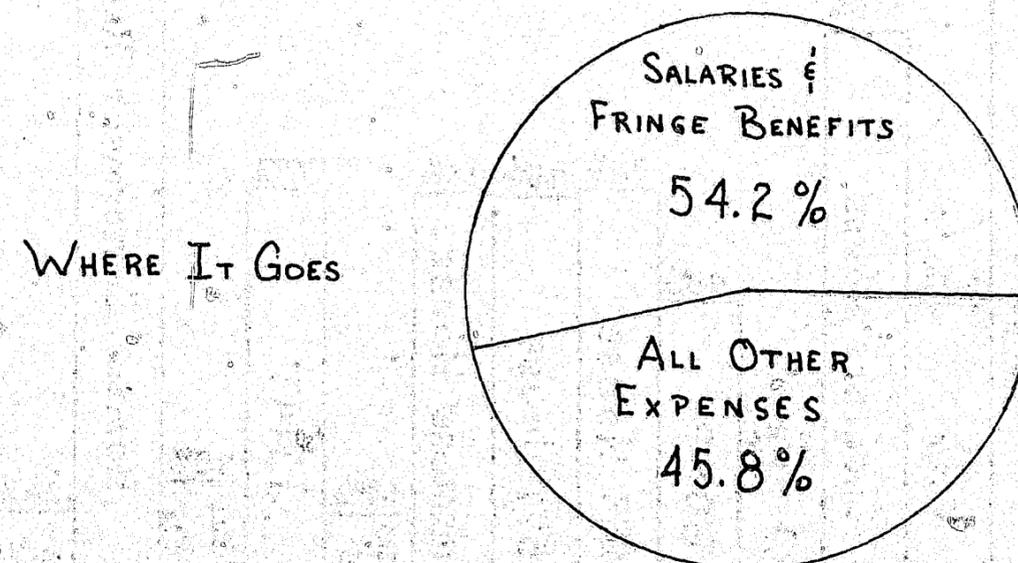
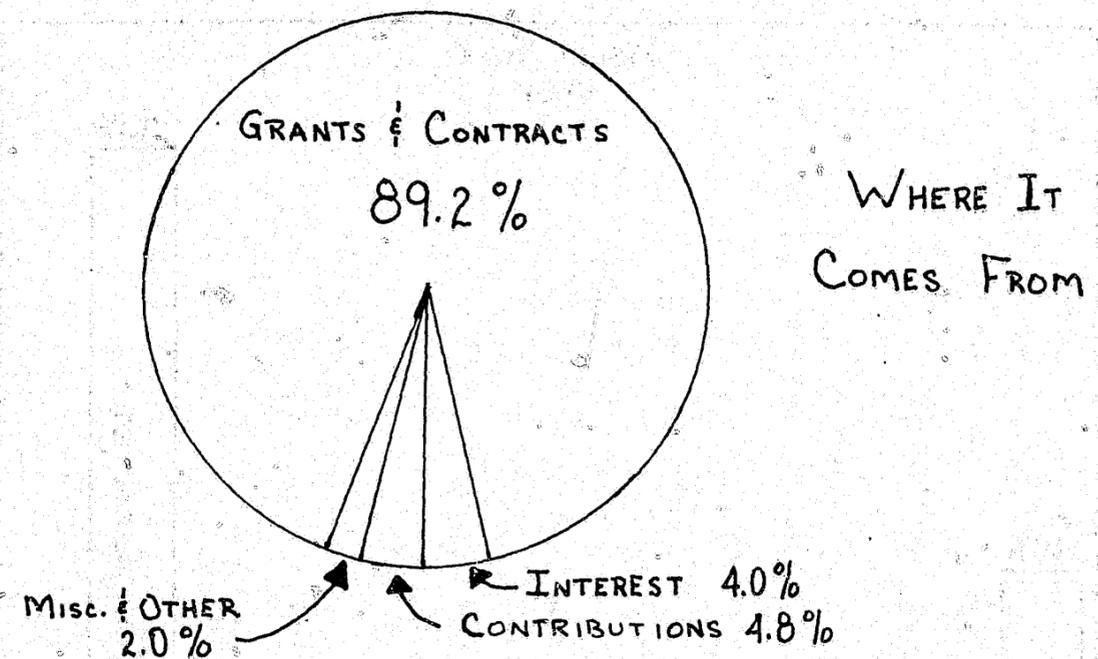
In the coming year, we will continue to seek time-saving and cost-cutting methods, while further improving services.

Respectfully submitted,

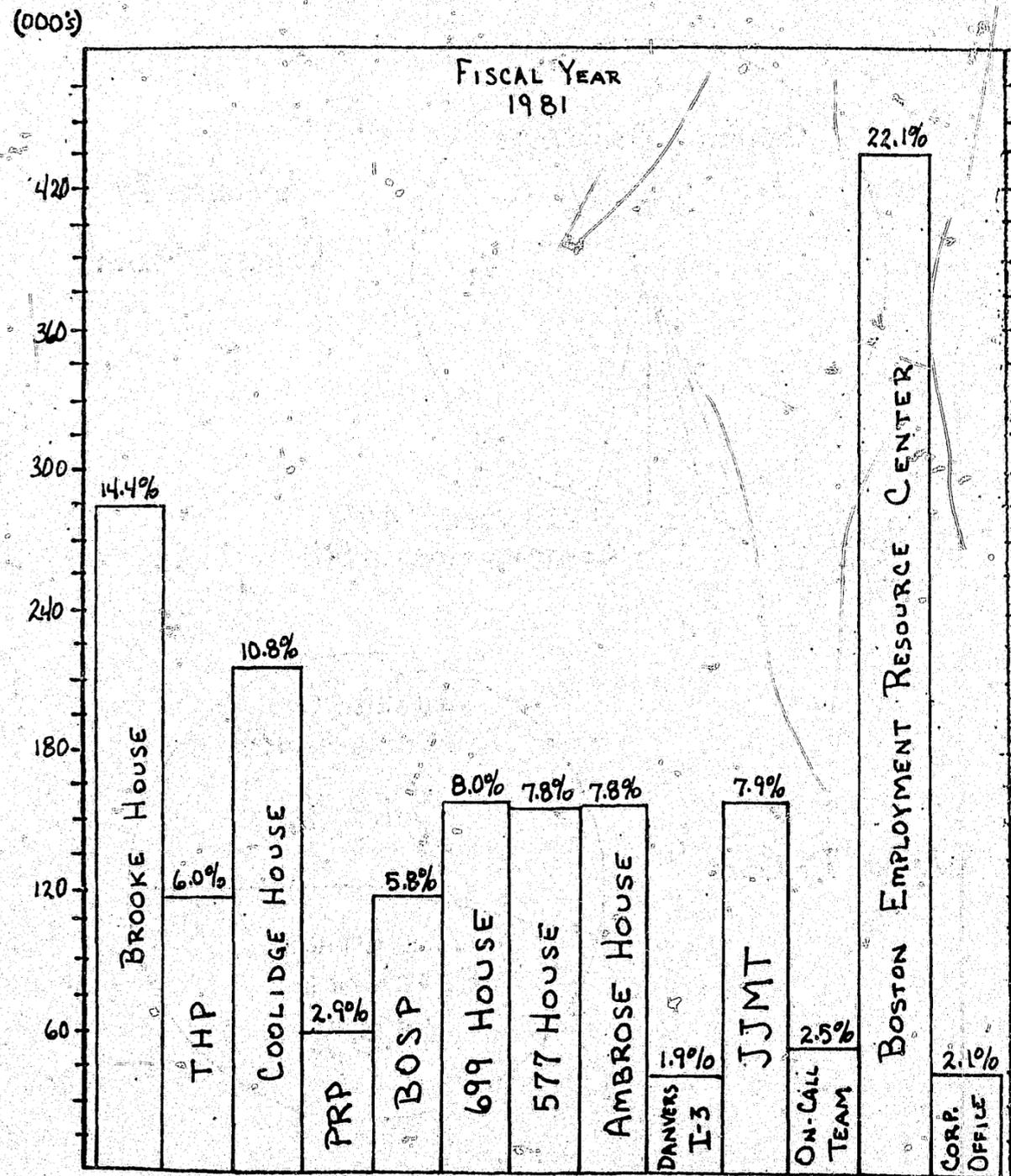


Frank E. Ives  
Fiscal Director

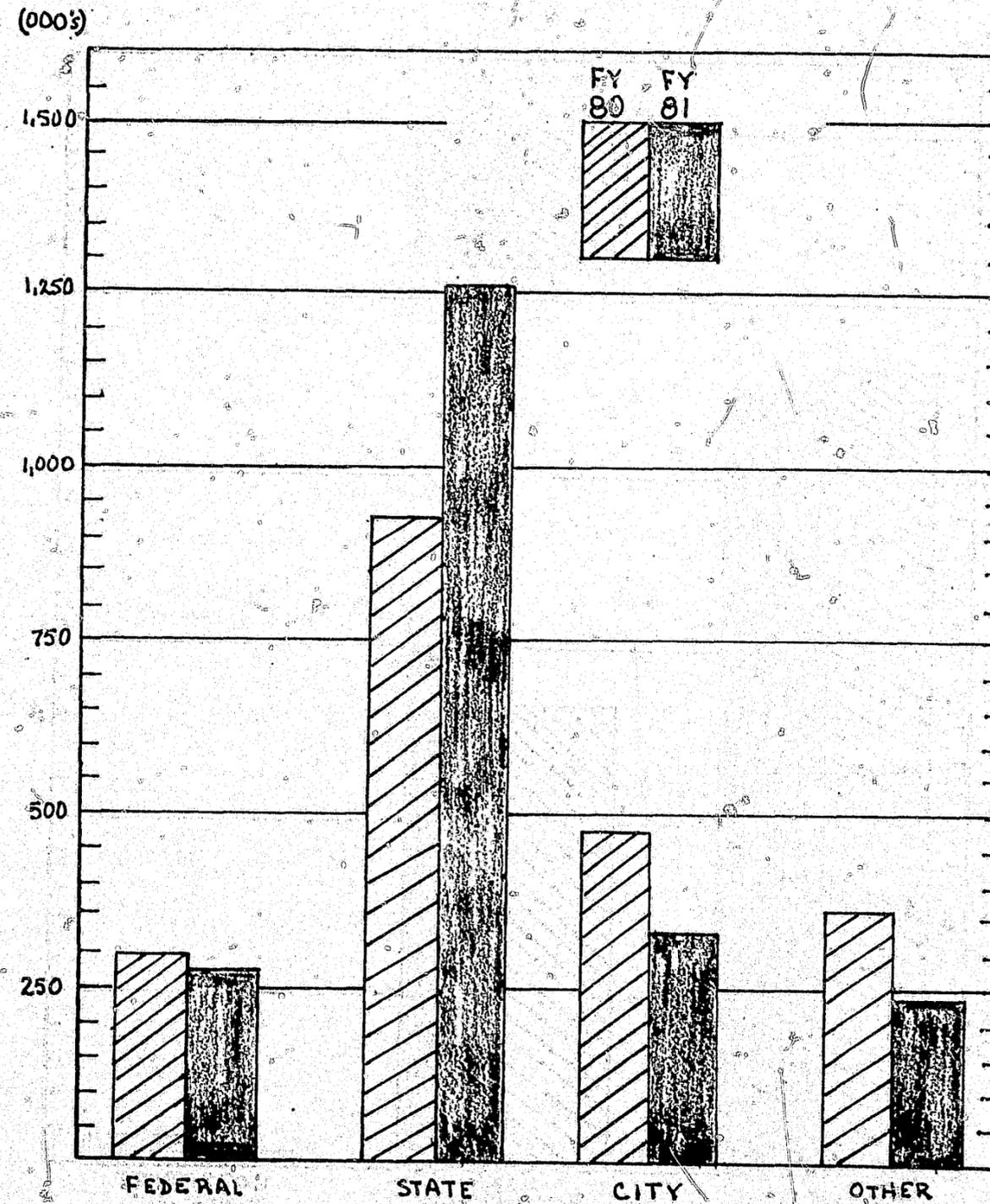
## FISCAL YEAR 1981 INCOME & EXPENDITURES



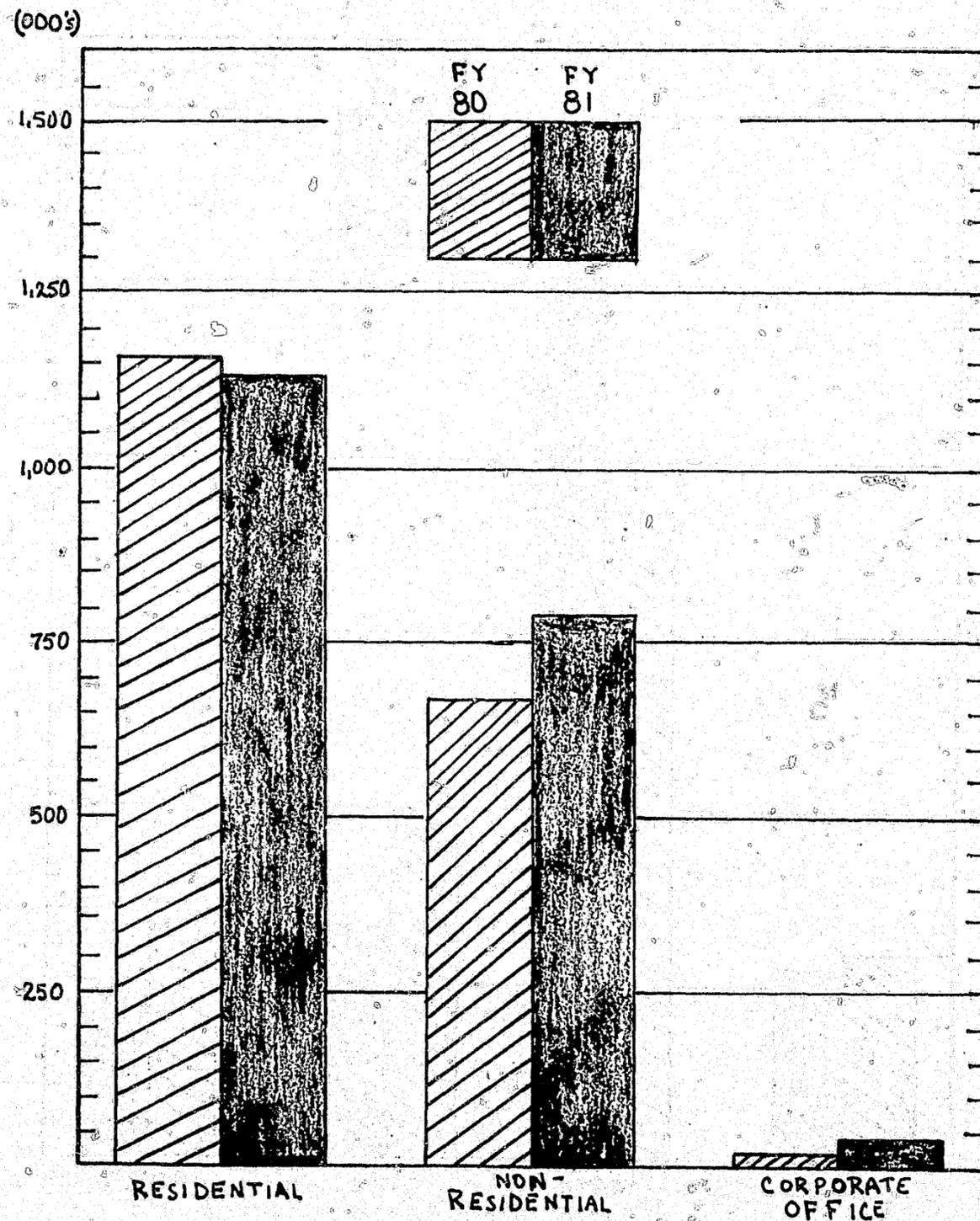
### COMPARISON OF EXPENDITURES BY PROGRAM



### COMPARISON OF INCOME



## COMPARISON OF EXPENDITURES



## CONTRACTS

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 1981.

### INTRODUCTION

Most of the planning and operations of the contract management office has by necessity focused on securing our existing programs, as well as broadening our funding base in order to protect our current services from federal and local budget reductions. In order to present the best image possible to current and potential funding sources, we have also spent considerable efforts this year in upgrading our administrative and management capabilities and accountability mechanisms and in documenting those achievements. This report summarizes the major activities and accomplishments of the contract management office and has been organized according to its areas of responsibility.

### PROGRAM DEVELOPMENT

We submitted several proposals to governmental agencies this year; to continue existing programs, to expand current programs, and to develop new programming for the agency, including:

#### New Programs

- to the Massachusetts Parole Board to provide residential and supportive services to developmentally disabled parolees (one year funding provided for \$80,000);
- to the Fernald State School/Massachusetts Department of Mental Health to develop and implement a management by objectives program for 61 employees at the Fernald School (selected as finalist but subsequently withdrew bid);
- to Act Together, Inc. to design, implement and manage a clearinghouse for high-risk youth in Boston (not selected during the first reviews);
- to the Massachusetts Department of Youth Services to assist the DYS regional office and Criminal Justice Training Center with training of DYS employees in casework management (one year funding provided for \$21,000); and,

- to the Massachusetts Department of Youth Services, Region VI Office, to operate a specialized, structured group home for Region VI referrals ages 15-17 in Greater Boston (selected as first finalist, contract negotiations continue at year's end).

#### Continuation Programs

- to the Massachusetts Department of Correction and the Massachusetts Parole Board to continue operations at 699 House for 20 clients;
- to the Massachusetts Department of Correction for the continuation and expansion of services at Brooke House, Coolidge House, Temporary Housing Program and 577 House for 113 beds;
- to the Massachusetts Department of Youth Services to continue and expand our support services to the Danvers I-3 Secure Treatment Program; and,
- to the Massachusetts Department of Manpower Development to continue the administration and operation of the Boston Employment Resource Center.

In addition, several proposals were developed and submitted to private foundations, corporation and individuals. Under the direction of the Boston Offender Services Project (BOSP) Director, proposals were sent out in the spring and summer to more than 200 foundations and corporations. By the end of the year, approximately \$30,000 had been raised. The Juvenile Justice Management Training (JJMT) Project Coordinator researched several potential donors and developed materials for a campaign scheduled to begin in early 1982. JJMT also developed proposals for the Massachusetts Chapter of the American Society for Training and Development for a nonprofit training and development project; to the Mentor Life Program of DARE, Inc. to provide training to Mentor staff; and, to the Fernald State School to provide office management skills training to their support staff. All of these proposals were pending decisions at the end of the year.

At the request of our funding agencies, several other programs were contracted, recontracted or extended in 1981. They included:

- with the National Institute of Justice to implement a test design and conduct an evaluation of employment services to ex-offenders as provided by the Boston Employment Resource Center;

- with the Employment and Economic Policy Administration to continue the intake/assessment center located at the Boston Employment Resource Center;
- with the Federal Bureau of Prisons to provide residential services to federal clients at the Brooke House, Coolidge House and the Temporary Housing Program;
- with the Massachusetts Department of Youth Services to provide specialized group care for ten youthful offenders at the Joseph M. Ambrose House; and,
- with the Massachusetts Department of Youth Services to administer and operate the On Call Team, which provides special services to DYS-funded facilities and programs.

The implementation of Proposition 2 ½ drastically reduced city resources causing the elimination of funding for the Boston Offender Services Project, the Probation Residential Program, MHHI's three public service employment slots and half of the 20 beds at 577 House. The federal CETA cutbacks reduced funding for our Boston Employment Resource Center, and its intake and assessment components. And, the Federal Bureau of Prisons reductions reduced our federal placements by over one-half. We were, however, fortunate to be able to increase our budget for fiscal year 1982 by expanding the number of beds for which we contract with the Massachusetts Department of Correction, by expanding our supportive services contracts with the Massachusetts Department of Youth Services, and by taking over the operation of an additional program for the Massachusetts Parole Board. Efforts are now concentrated on securing funding for the Juvenile Justice Management Training Program, for which federal funding ended on December 31, securing private funding for the Boston Offender Services Project, and continuing to broaden our funding base to protect our current services.

#### CONTRACT COMPLIANCE REPORTING

All MHHI staff are responsible in some way for reporting on MHHI activities. The Corporation's management information systems have traditionally been held in the highest regard by our funding sources and colleagues in the criminal justice field. And, in times of fiscal austerity, these functions become increasingly more important. The contract management office is responsible for contract compliance reporting to our funding sources; for tracking progress

towards contracted goals, reporting on programmatic activities, preparing contract amendments or adjustments as necessary, and, working with the fiscal department to assure timely billing, grant status reporting and payments. The purchase of the corporate computer has enabled us to perform at an even more impressive level for our funding sources. New contracting procedures implemented this year have provided us with a mechanism of sharing computer data with our funding sources, and has eliminated the need for costly and time-consuming reproduction of invoicing materials.

During 1981, the required monthly, quarterly and annual reports were submitted to public and private funding sources. The 1980 MHHI Annual Report and Annual Budget were completed in the spring. Reports were prepared for the Bureau of the Census, the Department of Public Health, and special reports were prepared as needed for funding sources. Several human service agencies and state agencies also solicited and received information on our salary scales, job descriptions, fringe benefits, contract goals, budgeting information, etc. In addition, many of the corporate office staff participated in gathering information for the corporation's annual financial statement, the accreditation pre-audit, state agency audits and the Massachusetts Rate Setting Commission's historical cost report.

#### FUNDRAISING

Although primary support for MHHI's programs comes from governmental contracts, we have always relied on contributions from the private sector. During 1981, we raised approximately \$34,000 from various foundations and individual contributors, an increase of \$22,000 over 1980. The individuals include members of the MHHI 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, food, books, shoes and linens. Some of the donations were made as a result of the fire at Coolidge House, some in response to the fundraising appeal for the Boston Offender Services Project, and others were either continuing individual commitments, or other specifically designated gifts. We appreciate the donations of these many generous individuals and hope to be able to retain their continued confidence in our capabilities.

Supplementing the above donations, dues, interest, rental and other income generated approximately \$237,968 for a total non-contracted income of \$271,968, an increase of \$100,000 over last year. This non-governmental income is essential to MHHI's continuing 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.

#### RESOURCE DEVELOPMENT

We continued to develop our MHHI corporate office library and resource files this year, and significantly improved access to, and utilization of, the Juvenile Justice Management Training library by moving it to its own room, complete with carpeting, built-in bookshelves and a reading table. The criminal justice library and resource files are located in room 404, and the juvenile justice and management library is located in room 501 of Coolidge House. Each library has developed a lending policy, and is available to all interested individuals by appointment. We believe these resource libraries are unique to the Massachusetts correctional scene, and encourage our readers to contribute to and utilize them.

Each staff member is also encouraged as part of his/her job description to develop and maintain resources which may be beneficial to our clients, staff and others involved in the field of community corrections. Each program submits monthly resource reports to the Program Services Coordinator at the Corporate Office listing resources developed or utilized during the preceding month. These resources are then shared with the rest of the Corporation. The On Call Team, one of our newer programs, has as part of its contract goals, the maintenance of a resource manual of existing programs for youthful offenders. The development of this manual has been especially helpful to the Corporation.

#### PUBLIC RELATIONS

During difficult or changing times, many human services agencies have traditionally "holed in" and dropped out of coalitions, committees, and other organized groups in order to concentrate on agency or program priorities. MHHI philosophy continues to encourage active participation in these organizations, as well as active outreach to the public at large. Staff continued to actively participate in several local, statewide, regional and national organizations. Because of our consistent exposure through these activities, many of us are asked to participate in workshops, lectures, seminars and other events to share our expertise in community corrections.

This year Bryan Riley continued his training activities for the National Training Institute and the International Halfway House Association, as well as for several other local, state, and national organizations. Brian Callery, Chairman of the Massachusetts Parole Board and Jack Frazier, MassCAPP Director, addressed the American Correctional Association's annual Congress of Corrections on the operation of Parole's MHHI-contracted MassCAPP program. And, various other staff members were asked to participate in speaking engagements for various organizations, academic institutions and agencies. Three staff members participated in radio talk shows in 1981.

Articles on the Juvenile Justice Management Training programs, and the availability of its resource materials and manuals, were published in numerous local and national publications this year, as were reports on other MHHI programs. MHHI activities have been described in the Newsletter of the Correctional Association of Massachusetts, Corrections Today of the American Correctional Association, and the IHHA News published by the International Halfway House Association. New brochures were designed, printed and distributed for the On Call Team, the Boston Employment Resource Center, and the Juvenile Justice Management Training Program.

#### AFFIRMATIVE ACTION

In 1981, we continued to have a large number of staff openings, which was partly due to several new positions created to accommodate new or expanded programs, and the restructuring of several others to respond to budget reductions and changing program needs. There were also several promotions, transfers and terminations during the year. Fortunately, since we anticipated the elimination of city funding for the BOSP, Probation Residential Program, and the Public Service Employment contracts, as well as for the city-funded portion of the 577 House contract, reductions in funding for the Boston Employment Resource Center and its intake and assessment components, we were able to restructure positions, effectuate transfers and acquire other placements for staff of those programs. As a result, only one staff member had to be laid off during the transitions. We are proud that during this time, our affirmative action and equal employment opportunity policies and procedures were consistently and effectively adhered to. All of our staff are to be commended for their efforts in this area.

Three complaints alleging discrimination (one by a staff member on the basis of color, one by a volunteer applicant on the basis of handicap, and one by a client on the basis of sex) were filed against the Corporation this year, and we are pleased to report that each was dismissed due to lack of probable cause.

Additional highlights for the year include:

- MHHI personnel policies were reviewed and a second revision drafted to be presented to the Personnel Committee for review in early 1982;
- MHHI job descriptions (55 in all) were reviewed, revised and distributed to each program and to the Chairman of the Personnel Committee;
- Posting and recruiting procedures were standardized and centralized at the Corporate Office;

- A training program for support staff (clerk/typists, secretaries, administrative assistants and assistant house managers) was designed and implemented, and an orientation program for all staff was developed, which requires documentation of completion by each staff member's signature; and,
- 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 roster.

Copies of the Corporation's Equal Employment Opportunity (EEO) Plan and updates to the plan are available at each program, and at the Corporate Offices for review.

#### MEMBERSHIPS, COMMITTEES 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. This year a statement was added to each employee's job description encouraging "active participation in professional committees and organizations as may benefit the Corporation."

During 1981, I held the following memberships and committee representations: American Correctional Association Program Committee (representing the International Halfway House Association); Association of Programs for Female Offenders; Correctional Association of Massachusetts (Nominating Committee); International Halfway House Association (Program Representative); Massachusetts Human Services Workforce; Neighborhood Association of Back Bay; and, Women in Criminal Justice (Executive Committee). I was also able to attend the following conferences and training sessions: American Correctional Association's 11th Congress of Correction; the International Halfway House Association's Pre-Congress Workshop; Massachusetts Council of Human Service Providers' Annual Meeting; and, the United Community Planning Corporation's Legislative Clearinghouse.

In closing, I would like to thank all of those individuals and groups who have helped to make this a successful and rewarding year for the contract management office. To my counterparts in the public sector, private foundation staff and trustees; the members of the MHHI Board of Directors and Corporation, staff and volunteers, as well as the countless others working in community-based corrections: your assistance, support, sense of humor, professionalism, commitment and confidence in all of us at MHHI has made my role more effective, enjoyable and very, very rewarding.

Respectfully submitted,

*Edith P. Fletcher*

Edith P. Fletcher  
Contract Manager

## OPERATIONS

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

I herewith submit my report as Director of Operations for the year 1981.

Throughout 1981, MHHI encountered a variety of obstacles to the continued effective operations of our programs. I am happy to report to you, however, that the challenges which developed throughout the year, were met, and our staff continued to provide the high quality services which have become the hallmark of MHHI programs.

As we entered 1981, we expected that fiscal constraints would have significant impact on program operations throughout the year. This proved true as the shrinking financial resources experienced by several of our major contractors, affected both our residential and non-residential programs, and led to a change in our client referral source. The programs most affected were those which provided reintegration services to residents and clients from the Suffolk County House of Correction at Deer Island. Contracts between MHHI and the City of Boston agencies providing services to releasees of Deer Island ended on June 30, 1981, with the following results:

- Boston Offender Services Project (BOSP) was forced to drastically curtail financial and other reintegration services to clients from Deer Island;
- The Temporary Housing Program (THP), which provided 20 residential beds and reintegration services to pre-release residents from Deer Island, no longer provided such services; and,
- 577 House lost funding from the Suffolk County Penal Institutions Department for 10 beds.

While funding for these programs by the City of Boston ended with the past fiscal year, each program continues to function. Program operations at BOSP are being funded by MHHI and through the private sector fundraising efforts of the former BOSP Director, Eric Lifton. The residential services at 577 House and THP are now utilized by pre-release residents from state institutions under our expanded contract with the Massachusetts Department of Correction.

The Federal Bureau of Prisons also operated with a reduced budget, especially at the community programs level. This resulted in a significant

drop in the number of federal residents referred to our programs during the past year. As the chart which follows shows, 50 federal residents left MHHI programs during 1980, while only 28 left the programs in 1981. In order to cut down on the costs associated with providing services to federal residents, all such residents were assigned only to the Brooke House Multi-Service Center after June. This has allowed us to utilize our other programs to provide services to residents from other referral sources.

The program which experienced the greatest impact as a result of lack of funding, was the Probation Residential Program. This program, funded by the City of Boston's Mayor's Office of Public Safety, was a unique demonstration program which began in 1979, and operated on a limited basis during the first six months of 1981. The goals of the program were to provide the Suffolk County court and probation systems with an alternative to incarceration of offenders, and to allow for a last chance (prior to incarceration) for probation violators. During its existence, the Probation Residential Program established an excellent record of success in meeting the goals for which the program was established. Since this program was so successful, MHHI has continued, without funds, to provide residential services to a limited number of probationers on a space-available basis.

Throughout the year, as illustrated by the above examples, we have been able to maintain the capacity of our programs to deliver services. The major impact of financial cutbacks on MHHI program operations has resulted in a change in the referral status of our clients. The following chart depicts the changes in the number of clients completed at each MHHI program for the past three years. The chart also notes a drop in total number of clients completed in 1981, as compared to 1980. To keep this drop in perspective, it should be noted that in 1980, MHHI increased the number of clients served by 84%, as compared to 1979.

Note: The 1981 total of clients served by the MassCAPP program, as stated on the attached chart, includes several non-residential clients who received financial aid. The following totals do not include support services provided by the Danvers I-3 Secure Treatment facility or the On Call Team.

CHART #1

Total Participants, Clients, And Residents Served  
By All MHHI Programs During 1979, 1980, and 1981.

	1979	1980	1981
Boston Employment Resource Center (non-residential/vocational and employment placement)	553	1639	1310
Juvenile Justice Management Train- ing Program (management and service- oriented training for juvenile justice program staff)	385	733	889
Boston Offender Services Project (non-residential/housing, employ- ment, financial and & vocational training placements)	535	742	472
Brooké House Multi-Service Center (residential services for adult males and females)	124	135	136
Temporary Housing Program (residen- tial services for adult males)	104	114	124
699 House (residential services for adult males)	39	69	88
577 House (residential services for adult males)	71	78	70
Probation Residential Program (residential services for adult males and females)	19	92	17
Coolidge House (residential services for adult males)	104	107	58
Joseph M. Ambrose House (residential services for male youthful offenders)	28	19	36
MassCAPP (residential and non- residential services for devel- opmentally disabled adults)	---	---	21
TOTALS	1962	3728	3221

Considerable effort was accomplished during the past year in an in-depth review of all areas of program operations at our adult residential programs. This review was accomplished as a preliminary step towards meeting our goal of having these programs accredited by the Commission on Accreditation for Corrections. The Commission is a private, not-for-profit organization of elected criminal justice professionals who review programs on a national basis, and grant accreditation to agencies/programs who meet the Commission's standards. Standards focus on policy and procedure in areas such as: program administration, personnel policies, medical care & health services, records, and program evaluation. At the present time, we have completed the first phase of the accreditation process, having finished a self-evaluation of our programs. We have formed an accreditation team consisting of the directors of our residential programs. We have also contracted with the Crime & Justice Foundation to provide us with technical assistance in meeting the requirements of the accreditation process. Our present timetable is to receive an on-site audit from an accreditation team in May 1982, and to be awarded accreditation at the American Correctional Association's annual conference in August, 1982, to be held in Toronto, Ontario, Canada.

PROGRAM GOALS AND OBJECTIVES

MHHI program operations are primarily oriented towards providing our clients with counseling and referral services which lead to positive community reintegration. The majority of MHHI programs work with clients seeking successful reintegration into the community, after having become involved with the criminal justice system. We provide services to male/female residential clients, as well as to non-residential clients. We work with clients on probation, on pre- or post-release status, and residents in the custody of the Department of Youth Services. For the most part, our clients are seeking to re-establish positive community ties after a period of incarceration.

The counseling process at MHHI programs is rooted in the principles of Reality Therapy, and has been adapted to meet the unique needs of people being released from correctional institutions. Reality Therapy is a counseling process which focuses on present behavior, and which maintains that people are responsible for their own actions. Our counseling approach recognizes that control over behavior rests with the client, and that the client is the only person who can ultimately accomplish change in his or her life style. The counseling program takes place in both individual and group settings. Counseling is geared to develop indivi-

dual client responsibility in the areas of: vocational direction, financial management, overcoming substance abuse, developing constructive leisure time activities, and family reunification. Clients are required to follow basic common expectations, yet have wide latitude to develop a program which will meet their individual needs. For example, all clients are expected to be engaged in a vocational activity. For one client, this may mean working full-time, another may choose a vocational training program, and yet a third may elect to go to school. Each must, however, participate in at least one of the above.

As a way of insuring clarity of expectations on the part of clients and staff, MHHI programs make use of Mutual Agreement Programming contracts. 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 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 stated goals. The contract explicitly outlines commitments and timeframes for each client and 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.

In order to monitor the effectiveness of program operations, MHHI annually develops a set of concrete, measurable program objectives. Objectives are set for program activities which historically have shown to have a direct bearing on residents' successful community reintegration. We have established numerical goals and timeframes for achievement for program completion, participation in vocational programs, involvement in financial management, progress in rebuilding sources of community support, and involvement in volunteer community activity. Through the use of this monitoring system, performance is compared to objectives on a monthly basis. We can thus judge the quality and quantity of program services, and quickly focus on any area of performance which is falling significantly below expectations.

The most important objective of our direct client service programs is the percentage of residents completing our programs. A resident, who is considered as having completed an MHHI program, will have remained in the program for a time frame agreed upon in the resident's MAP contract, as well as have earned a parole or other custody discharge.

In general, the completed resident will be involved in a full-time vocational activity, have been engaged in a money management program, have participated in community volunteer work, and become involved in establishing new peer group associates and new leisure time activities.

The rate of program completion is used as the primary indicator of program effectiveness, as numerous studies have shown that there exists a high positive correlation between completing our programs and low recidivism. The following are examples of studies which have come to that conclusion:

- 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; and
- 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.

Since establishing our system of objectives, MHHI programs have consistently maintained a high rate of resident program completion. The following chart reflects the continued high rate of program success in meeting this objective for 1981 as compared with the prior three years.

Residential Programs & BOSP

Program Performance, 1978--1981 (in %)

	1978		1979		1980		1981	
	Goal	Performance	Goal	Performance	Goal	Performance	Goal	Performance
Brooke House	81	83	81	77	81	78	81	76
Coolidge House	81	84	81	75	80	73	80	74
577 House	81	79	81	72	79	77	80	65
THP	77	83	78	82	81	80	80	76
699 House	85	58	85	74	83	73	78	59
BOSP (Regular)	90	86	90	88	90	95	90	85
JMA	70	24	70	20	50	38	55	54
PRP	--	--	80	73	80	72	80	55
MassCAPP	--	--	--	--	--	--	60	100

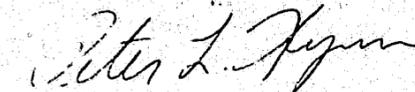
An overview of all residential programs, plus the Boston Offender Services Project, shows that during 1981, 664 residents and clients were released. Of this total, 418 people completed their assigned programs, while 153 did not. In addition to the above totals, 93 residents were listed as neutral completions and are not included in the statistical analysis of program performance. Residents are determined to be neutral completions for a variety of reasons, including transfer to a medical facility for long-term treatment, return to custody for warrants existing prior to program participations, transfer to more appropriate community programs, or leaving their programs within 24 hours of arrival. The unusually large number of neutral completions in 1981 resulted in part from the fire at Coolidge House. This necessitated moving all residents from Coolidge House to other MHHI programs and to Hillside Pre-Release Center. As these residents were moved back to Coolidge House, they were noted as neutral terminations from the programs they had been temporarily assigned to.

Our goal for 1981, at our adult residential programs, was to complete 80% of the residents who left during that period. In fact, 71% of the

residents leaving these programs were complete. When the clients from BOSP and residents from Joseph M. Ambrose House are included in the analysis, our complete rate goal rises to 81% and our performance to 73%.

The program directors reports which follow outline each program's objectives and progress towards those objectives. These reports detail the success which was achieved during the year by our program staff and residents. This success was not achieved in a vacuum, but rather through the support and energy of many people. In particular, I would like to thank: the MHHI volunteer staff, the members of the MHHI Board of Directors, MHHI corporate members, and the House Committees of the various programs, as well as all MHHI staff members.

Respectfully submitted,



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)

The following is an example of a resident's progress in our adult residential programs, and how clients meet their MAP goals.

James arrived at Brooke House in July from MCI Concord. He was serving a 15-year (5-year concurrent and 3-year concurrent) sentence for Armed Robbery while Masked and Unlawfully Carrying a Firearm. This was his first incarceration.

#### EMPLOYMENT AND EDUCATION

Jim had been employed from August to September at a manufacturing company in Boston. He worked in the shipping and receiving department as a stockperson earning \$5 an hour. His supervisor reported to Jim's counselor at Brooke House that he was an excellent worker. He described Jim as dependable and responsible. Jim left this position to pursue employment in a field he was more interested in: driving. He applied for and was accepted at a tractor-trailer driving school. Upon his release from Brooke House, Jim will begin a 6-8 week course consisting of attending classes daily; his courses will be paid for by the sponsor. In the meantime, Jim has been employed at another company where he received on-the-job training at \$4.50 an hour and again his supervisor spoke very well of Jim's work. Jim appears to have definite plans and goals for himself as a truck driver, and has proven he handles employment situations responsibly.

#### FINANCIAL MANAGEMENT

Overall, Jim displayed a good ability to manage his finances. Earning an average of \$115 a week, he regularly budgeted his income to include \$35 rent to Brooke House, and \$30 in his savings account at a local bank. He accumulated \$155 while at the program, and he never failed to show his counselor his pay stub or savings book.

#### COMMUNITY SUPPORT

Jim's main source of support came from his family. His parents appeared supportive of his Brooke House program and community interaction. They visited or called his counselor on more than one occasion. They enjoyed having Jim on weekend furlough, as they were his sponsors, and they looked forward to having him "home." They felt he had grown much in the past months, and saw him acting more responsibly than before. Also, Jim spent time with other family members, and family functions such as a sister's wedding.

#### PROGRAM ADJUSTMENT AND SUMMARY

Contractually, Jim fulfilled employment, educational and community service work aspects of his program, and overall he made a good adjustment to the Brooke House program. For volunteer work he donated four hours a week to the Knights of Columbus, and he helped out during evening bingo. He adhered well to daily structures, making the assigned call-ins, as required. He completed house details in an excellent manner, time and quality. Weekly urinalysis testing were all negative--revealing no presence of drugs. He attended all house meetings, group meetings and individual counseling sessions punctually.

If there is one area of concern regarding Jim's behavior, it is that he develop an ability to be more assertive of his needs. During his month of unemployment, he displayed vulnerability to negative influences of other residents. Once employed, his behavior improved 100%. It is his counselor's opinion that if he continues to steadily struggle for his goals, he will achieve successful reintegration into the community. Fulfilling his goal of truck driving will strengthen his self-confidence, and help him act more independently in his life. Based on this information, Jim was released from the program and paroled to the community as a successful releasee.

# BH-MSc

#### GOALS AND OBJECTIVES

Brooke House, founded in 1965, was MHHI's first program, and is the oldest halfway 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 beds for male/female residential clients. The clients are pre- or post-release and court diversion cases, and are referred by the Massachusetts Department of Correction (DOC) and the Federal Bureau of Prisons (FBOP).

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 responsibility for their own behavior. Mutual Agreement Programming (MAP) is also used as a contract method by which the clients agree 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.

#### 1981 HIGHLIGHTS

As MHHI's first and oldest residential community corrections facility, Brooke House frequently hosts visitors who are interested in the operation of our programs. In 1981 Brooke House had the pleasure of greeting several special visitors: Thomas Wornham, Executive Director of Project JOVE, San Diego, California; staff members of the Oxford Project, a division of Phoenix House located in New York City; Christopher Deitz, Chairman of the New Jersey Parole Board, visited specifically to observe the MassCAPP program; and, Mordechai Wortheimer and Shai Javitz, the Commissioner of Corrections and the Director of Police Program Services for the State of Israel.

Brooke House is a large, well-maintained building, and is therefore very accommodating to large meetings of the corporation, neighborhood activities and special events. In 1981 Brooke House opened its doors for the following meetings or special events: MHHI corporate-wide staff meeting to discuss the new fringe benefit package available to employees; the Correctional Association of Massachusetts held six monthly meetings in our facility; the Ward 5 Democratic Caucus pre-convention meeting; the Hotel Workers Union (a Berkeley Street neighbor) election for new officers planning session; Massachusetts Department of Correction one-day training on multi-media first aid; and, a monthly meeting sponsored by the Department of Correction for directors of DOC-funded programs. Brooke House also continued its tradition of hosting a Thanksgiving dinner for staff, residents, relatives and friends, and a Christmas party for the children of the Ellis Memorial replete with toys donated by the U.S. Marine Corp "Toys for Tots" program.

In March, Brooke House was also chosen as the site for the MHI Annual Meeting of the Corporation, and was the meeting place for the Board of Directors several times during the year.

The MassCAPP Program moved into offices located in Brooke House, and we began providing the residential component services to the clients of this program. Also, the Probation Residential Program was integrated into the Brooke House facility at the beginning of the year as a result of the fire which damaged the Coolidge House on Huntington Avenue.

#### COUNSELING OPERATIONS

In January, the residents of the Probation Residential Program and several residents from Coolidge House were moved to Brooke House. This transfer resulted from the fire which damaged Coolidge House and forced it to close its residential services for several months. The Coolidge House residents remained until they were either released or returned to Coolidge House; Probation Residential Program residents became part of our multi-service center facility.

Entering Brooke House, all residents go through a comprehensive program orientation and do not begin their program until this orientation is completed. During this process, residents are made aware of what is expected of them while they are here; what rules and regulations they need to be aware of; informed of the importance of group effort; and, of the meetings held to assist them in achieving successful reintegration into the community upon completion of their programs. Each resident goes through a needs assessment evaluation with their counselor, identifying goals which will be the areas of concentration during their stay in the program, and through the use of the MAP contract, plans to attain the identified goals are agreed upon. The areas of concentration include employment, educational/vocational training, developing a budget and savings plan, identifying therapy needs, constructive use of leisure time, and involvement of family and friends for support.

The development of community resources continues to be essential if the above stated goals are to be achieved. We continuously explore the community for resources which can provide the essential services to our residents and clients. Some of the resources used frequently, and with successful results, are: Cambridgeport Problem Center, the Massachusetts Rehabilitation Commission, the Boston Employment Resource Center, the alcohol and drug clinics at the area medical facilities, SPAN, First Step, Inc., and others, plus several agencies in the South End providing counseling, employment leads and volunteer placement opportunities.

Brooke House is a multi-service center. We not only house and operate one residential program, but incorporate a male residential program, a female residential program, the Probation Residential Program, the MassCAPP Program and the Temporary Housing Program. Detailed reports submitted by the directors of the Probation Residential Program, the MassCAPP Program and the Temporary Housing Program can be found elsewhere in this report. Following is a report on the Women's Program component of Brooke House.

#### WOMEN'S PROGRAM

Counseling issues for this program focus on personal issues. Most of the residents of this program appear to have developed an intense dependency on men for their emotional and financial support. Objectives and goals for the women are to begin identifying and exploring their own strengths, desires and employable skills, and to become more self-sufficient in their relationships, and in the community.

All of the residents of this program are referred to the Boston Employment Resource Center where they participate in a two-day pre-employment training workshop focusing on employment issues. They are assigned job developers to match their employment interests and marketable skills with jobs. They also receive GED tutoring at BERC (as well as at the Blackstone Community School and the Adult Learning Center). Most women are also referred to the MA Rehabilitation Commission, the Women's Technical Institute Job Readiness Program, the Women's Educational and Industrial Union, or the Women's Enterprises of Boston, Inc. Each of these agencies specializes in women entering the business world for the first time, or re-entering after a long lapse of time. These agencies have been very helpful to our female residents by providing counseling and support.

Another frequent issue with women residents is the care of their dependent children. Most women with children relied on families for the care of the children, and there was little or no support from the fathers of the children. An agency used often to help with this problem is the Aid to Incarcerated Mothers (AIM) program. AIM acts as a liaison between the mothers and their children, both while the mothers are incarcerated or in a pre-release center. AIM provides legal services and support group counseling. This agency also proved to be an excellent source of volunteer placements for the residents of our women's program.

It was noted that the women in this program seemed to accomplish more for themselves when all the beds were occupied. Solidarity and support developed among the women when they had others to depend on, rather than only two or three sharing the program.

### HOUSE MANAGEMENT

The year was productive for interior and exterior refurbishing and maintenance, and the installation of Star Case Cable Television. This subscription television service was purchased through the combined efforts of our residents, who are responsible for the monthly payments. Another recreational improvement made this year was the donation of a billiard table from the Boston State Pre-Release Center.

Brooke House's main door was cleaned and repainted; the foyer door was stripped and varnished; stair treads were replaced; various pieces of furniture were stripped and refinished; walls were patched and painted, as were other areas inside and outside of the house; and the basement area was thoroughly cleaned and emptied to create more space for program use and activities. These general maintenance steps were taken during the year, as well as many other ongoing, upkeep needs, including the replacement of furniture covers, new appliances where needed, and the planting of the flower boxes on the front of the building (the plants having been donated).

A major undertaking was transforming the conference room into office space, opening an unused office as the conference area, and rearranging another unused office area into a double room for women residents. It is important to note that our residents are all required to assist in the general maintenance and upkeep of Brooke House, and are responsible for many of the improvements made throughout the year.

Weatherization was also an important part of facility maintenance, and in conjunction with the usual attempts to make the house more energy-efficient, a new hot water system was installed, heating pipes were overhauled, and all radiators checked. For safety reasons, all fire escapes were inspected and repaired, smoke detectors were installed on all floors, emergency exit signs and plans were posted, and all extinguishers were inspected and refilled, if needed.

Overseeing all of the activities at Brooke House is the House Committee. They are: Hugh Jones, Jr., Harry Petter, Jane Matheson, Barrett Wendell, Ira Feinberg and Mary Sargent. All of the staff and residents at Brooke House extend deep gratitude to these people for their time, efforts and support in helping to make Brooke House a successful program and an asset to MHHI.

### STAFF

I had the pleasure on two occasions to speak to classes at the North Shore Community College in 1981, and also at a class at Boston State College. It was an added pleasure, during one of the occasions at the North Shore Community College, to have two Brooke House residents also speak to the group.

Along with Andy Macdonald, Head Counselor, I attended a DOC "Awareness Night" at MCI Norfolk, the purpose of which is to acquaint the inmates with the operation of pre-release centers, specifically Brooke House.

Several Brooke House and MHHI staff members participated in a DOC-sponsored workshop at the Third Nail, Inc. One part of the program was a presentation about the operation of Brooke House, which was followed by a tour of our facility.

Debbie Cocco and Irving Bowen, Counselors, and I attended a two-day regional workshop in Fairfax, Virginia sponsored by the International Halfway House Association. I was pleased to present an overview of the MAP contracting technique.

Finally, I attended the American Correctional Association's Congress on Corrections held in Miami Beach, and also the International Halfway House Association's pre-Congress workshop and meetings. I was proud to receive an IHHA Meritorious Service Award, and to be appointed the IHHA National Membership Chairman for the 1982 membership drive.

Other Brooke House staff participated in training in multi-media first aid, office management, and support staff participated in the in-house training program.

Staff changes during the year included: Donald Forest, Head Counselor, resigned to continue his education, and Andy Macdonald was promoted to this position; Jeff Sargent was promoted to the position of Administrator for the Temporary Housing Program, and the House Managers' duties were held by Holly Martin and then Michael Baker; our counseling staff comprised Paul White (resigned) and Noel Reaves (transferred), and is presently Debbie Cocco and Irving Bowen; Evelyn Crooks remains as our Assistant House Manager and our MassCAPP counselors were Andy Macdonald (before being promoted) and Lynn Murphy (transferred to 699 House), and is presently Elizabeth Levy. Miss Cecelia Baldwin performs the secretarial duties at Brooke House.

CLIENT PROFILES

The average male Brooke House resident was a 30 year old, white male on pre-release status. This resident had an 11th grade education, was single and had a history of substance abuse. He was unskilled.

The average female resident in 1981 was a 29 year old, black female who had an 11th grade education, was unskilled, had a history of substance abuse, and was on pre-release status from a state correctional institution. This resident was single, but had dependent children.

Respectfully submitted,



Paul E. Leaman, Director  
Brooke House Multi-Service Center

PROGRAM: BROOKE HOUSE  
 TIME PERIOD: 1981

MAN DAYS: 11,911  
 # RELEASED: 136  
 # COMPLETE: 80  
 # INCOMPLETE: 26  
 # NEUTRAL: 30

AVERAGE POPULATION: 33

ANNUAL GOAL: 81%  
 PERFORMANCE: 76%  
 DISCREPANCY: -5%

SERVICE CATEGORY		GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
CLIENT FLOW					
(1) # Federal Residents:	<u>17</u>	90%	88%	+2%	96%
# Complete:	<u>15</u>				
# Incomplete:	<u>2</u>				
# Neutral:	<u>--</u>				
(2) # State Pre-Release:	<u>102</u>	80%	72%	-8%	72%
# Complete:	<u>54</u>				
# Incomplete:	<u>21</u>				
# Neutral:	<u>27</u>				
(3) # State Post-Release:	<u>9</u>	75%	71%	-4%	82%
# Complete:	<u>5</u>				
# Incomplete:	<u>2</u>				
# Neutral:	<u>2</u>				
(4) # Deer Island/METAC:	<u>1</u>	80%	100%	+20%	61%
# Complete:	<u>1</u>				
# Incomplete:	<u>--</u>				
# Neutral:	<u>--</u>				
(5) # Others:	<u>7</u>	75%	83%	+8%	75%
# Complete:	<u>5</u>				
# Incomplete:	<u>1</u>				
# Neutral:	<u>1</u>				
RELEASES/COMPLETE					
<u>Vocational Status</u>					
Total #:	<u>80</u>	95%	100%	+5%	97%
(1) # Employed:	<u>77</u>				
(2) # In School:	<u>8</u>				
(3) # In Training:	<u>6</u>				
(4) # Upgrading Skill:	<u>23</u>	60%	29%	-31%	32%
(5) # Earning minimum of \$4.00/hour:	<u>65</u>	85%	81%	-4%	97%

PROGRAM: Brooke House  
 TIME PERIOD: 1981

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR	
<u>Financial Management Status</u>					
(1) # Engaged in positive credit building:	37	75%	46%	-29%	41%
(2) Avg. Savings (Fed.):	---	\$600	\$806	+\$206	\$601
(3) Avg. Savings (others):	---	\$400	\$459	+\$59	\$333
<u>Sources of Community Support</u>					
(1) # participating in out-residency:	15	80%	75%	-5%	79%
(2) # eligible:	20				---
(3) # relocated to new community:	47	60%	59%	-11%	47%
(4) # volunteer work:	56	65%	70%	+5%	62%
(5) # new group activity:	37	75%	47%	-28%	65%
<u>RELEASES/INCOMPLETE</u>					
(1) # Incomplete:	26		24%		
(2) # vocational placement:	18		69%		54%
# employed:	16		62%		
# in school:	2		8%		
# in vocational training:	---				
# in MRC status 10 or beyond:	2		8%		
# no placement:	8		31%		
(3) Avg. amount saved:			\$178		\$36
(4) Avg. length of stay:			89 days		29 days

WOMEN'S PROGRAM  
 1981  
 Resident Profile

Statistical Analysis

Ethnic Distribution %  
 (N=18)

Caucasian: 39%  
 Black: 56%  
 Spanish: 5%  
 Other: 0%

Employment Skill Level %  
 (N=18)

Skilled: 11%  
 Semi-skilled: 11%  
 Unskilled: 78%

Substance Abuse %  
 (N=18)

Drug: 28%  
 Alcohol: 17%  
 Both: 5%  
 None: 50%

Resident Status %  
 (N=18)

State Pre-release: 78%  
 State Post-release: 11%  
 Federal: 0%  
 Other: 11%

Education Level  
 (N=18)

Range: 7 to 16  
 Mean: 11  
 Median: 11  
 Mode: 11

Age Distribution  
 (N=18)

Range: 19 to 51  
 Mean: 29  
 Median: 28  
 Mode: 29

Marital Status %  
 (N=18)

Single: 72%  
 Married: 11%  
 Divorced: 5%  
 Separated: 12%

Brooke House  
RESIDENT PROFILE 1981

Statistical Analysis

Number in residence as of Jan. 1, 1981	<u>27</u>
Total intake during 1981	<u>137</u>
Total releases during 1981	<u>136</u> *
Number in residence on Dec. 31, 1981	<u>28</u>

Total resident man days for 1981 11,911

Ethnic Distribution  
(N=106)

Caucasian:	<u>60%</u>
Black:	<u>36%</u>
Spanish:	<u>3%</u>
Other:	<u>1%</u>

Age Distribution  
(N=106)

Range:	<u>19</u> to <u>73</u> years
Mean:	<u>30</u>
Median:	<u>28</u>
Mode:	<u>27</u>

Education Level  
(N=106)

Range:	<u>6</u> to <u>19</u> grade
Mean:	<u>11</u>
Median:	<u>12</u>
Mode:	<u>GED</u>

Marital Status  
(N=106)

Single:	<u>69%</u>
Married:	<u>15%</u>
Divorced:	<u>11%</u>
Separated:	<u>5%</u>

Employment Skill Level  
(N=106)

Skilled:	<u>32%</u>
Semi-Skilled:	<u>18%</u>
Unskilled:	<u>50%</u>

Resident Status  
(N=106)

State Pre-Release:	<u>70%</u>
State Post-Release:	<u>7%</u>
Federal:	<u>16%</u>
County:	<u>---</u>
Other:	<u>6%</u>
Deer Island:	<u>1%</u>

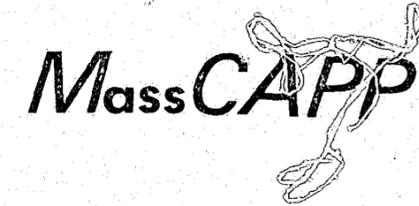
Substance Abuse Problems  
(N=106)

Drugs:	<u>25%</u>
Alcohol:	<u>22%</u>
Both:	<u>13%</u>
None:	<u>40%</u>

Sex  
(N=106)

Male:	<u>83%</u>
Female:	<u>17%</u>

\* Neutrals (30) Not Included  
In Statistics.



GOALS AND OBJECTIVES

The Massachusetts Community Assistance Parole Program (MassCAPP) is a unique program developed by the Massachusetts Parole Board to serve developmentally disabled offenders. The program moved into the Brooke House under the management of Massachusetts Half-Way Houses, Inc. in 1981 and consists of both residential and non-residential supportive services for this special group of clients. The program utilizes a combination of established MHI program models which are adapted to meet the needs of the MassCAPP client.

The residential component consists of five beds and is housed at Brooke House. The clients are referred by the MassCAPP Director, Jack Frazier, who is an employee of the Massachusetts Parole Board. They are referred to a three to six-month, highly structured program, and with the goal of achieving self-sufficiency for reintegration into the community.

The non-residential, supportive services component consists of brokerage services provided by the Boston Offender Services Project (BOSP) and is available to developmentally disabled parolees referred by MassCAPP and determined to be in need of BOSP services and referrals. This component has been integrated into and operates through the Boston Employment Resource Center (BERC).

RESIDENTIAL OPERATIONS

Upon relocating the MassCAPP residential program at Brooke House, the initial need was to integrate the program into the existing facility operations while at the same time identifying and serving the special needs of the MassCAPP client. Working within the framework of *Reality Therapy* and Mutual Agreement Programming (MAP), certain changes were effected. One change was made in the direction of increased individual responsibility through the creation of an "open curfew" for those who earned the privilege. Other changes reflected clients' needs for tighter structure; for instance, all new savings accounts are "secure" and require the counselor's signature for a withdrawal.

In recognition of the wide range of capabilities represented by the MassCAPP client, contract goals became highly individualized. For some, the top priority was employment; for others, it was different types of involvement in community activities. For a few, basic living skills, such as personal

grooming and room cleanliness were at the top of the list of goals. Thus, privileges earned were considered on an entirely individual basis due to the widely varying levels of client achievement.

Resource development presented another focus of concentration. Particularly, clients who were currently unable to work and were receiving Supplemental Security Income (SSI) required meaningful activities to pursue during the day. Also, efforts were made to improve delivery of services from agencies already utilized. For example, a meeting with the staff of the Boston Employment Resource Center (BERC) provided a more efficient referral process for the MassCAPP client to the Massachusetts Rehabilitation Commission (MRC). And, utilization of a single therapist as a referral contact at the Solomon Carter Fuller Center ensured more responsive delivery of treatment services.

Since July when the MassCAPP Program came under the management of MHHI, the residential services have been well utilized. There have been thirteen clients served, eight of whom have been released as successful program completions. Of these eight released into the community, three were employed, in school or in a training program; one was working full-time and earning over the minimum wage; all eight had developed a weekly budget, and one was engaged in developing a positive credit rating. The average amount saved while in the program was \$142. Two clients participated in community volunteer work, and two participated in a new program-related group activity.

A resident profile of the eight completed MassCAPP clients indicated: 50% were Black/50% were Caucasian; one client was female; average age was 22.1 years and all were single. The average educational level was 7.1 grades; all were unskilled; two had a drug abuse problem, and only one had both a drug and an alcohol abuse problem.

#### NON-RESIDENTIAL/SUPPORTIVE SERVICES

The non-residential, supportive services component of MassCAPP consists of brokerage services originally provided by MHHI's Boston Offender Services Project (BOSP), which have been consolidated and relocated to and are now provided through the Boston Employment Resource Center (BERC). Initial meetings with the MassCAPP personnel and MHHI staff developed and established guidelines for financial needs of the clients and other non-residential services which would be needed.

Essentially, BOSP was to provide two basic services to the MassCAPP client: financial support services, and placement in specialized residential programs and/or sheltered workshops for those clients determined to be in need of specialized residential assistance beyond that provided at Brooke House.

During August BOSP began providing financial support to the MassCAPP clients, and by the end of the year had expended funds for the following needs:

Clothing	\$1,665.00
Housing	445.00
Food	224.00
Transportation	345.00
Miscellaneous	\$ 943.00
Total	\$3,622.00

The miscellaneous category includes several cumulative checks covering the costs of food, transportation or personal needs for three to five days for clients whose needs made this more practical than issuing individual funds. Also included in this category are funds disbursed for eight YWCA passes and other memberships necessary as program-related services. Finally, there were expenses in support of several clients establishing independent living arrangements.

Of those receiving financial assistance, thirteen were residential MassCAPP clients; eight were referred by the MassCAPP Director as being in need of non-residential support.

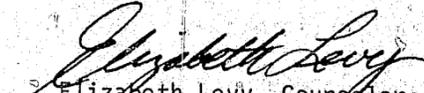
The program's objective had been to provide financial assistance to ten MassCAPP residential clients and to ten MassCAPP referrals from outside the residence during the 1981 contract period, at an average cost of \$175 per client. The program in fact provided financial support to twenty-one clients at an average of \$172.48 per client.

The relocation of this component to the Boston Employment Resource Center will enhance the capacity of the MassCAPP Director to identify and refer appropriate clients. In addition to coordinating the many activities of the supportive services component to the MassCAPP program, the relocation to BERC will provide a greater monitoring capacity of the financial assistance given. MassCAPP clients will now have direct access to the assessment, training and employment placement services available at BERC, as well as the services of a community worker and a female offender specialist. These added services will enable the program to identify and provide the special needs of the MassCAPP client. Finally, the Massachusetts Rehabilitation Commission has opened an office at BERC and will be available to serve the MassCAPP client through its established BERC referral process.

The non-residential, supportive services component also has the capacity to purchase slots at two residential treatment facilities outside of the MHHI

facilities for clients in need of specialized residential treatment, as well as two slots in sheltered workshops or other day programs as may be needed. A Final Progress Report of a successfully completed MassCAPP client follows. Also attached are 1981 statistics for the program.

Respectfully submitted,

  
Elizabeth Levy, Counselor  
MassCAPP Program

MassCAPP  
Final Progress Report  
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Steven, a 21 year old, single, white male arrived at Brooke House in August on post-release status from a county house of correction. He had been serving a one-year sentence for Auto Theft; this was his second adult incarceration, and his parole term was to expire in November.

Employment/Vocational Training/Education

Steven indicated an interest in electronics. Due to his lack of work experience, training in a less sophisticated skill was a necessary first step. With MRC funding, he entered a six-month full-time workshop experience which helped him to develop good work habits; he was moved into a more specific job skill training area as the program progressed. Prior to this training, Steven had looked for employment and was able to find janitorial work which was not to his liking.

Steven reportedly completed the eighth grade. He has a high level of reading and writing ability and began attending GED classes three times a week; he attended classes regularly and was making excellent progress.

Financial Management

As his main source of income, Steven received \$45 weekly in General Relief. He earned approximately \$280 in the odd jobs he had acquired prior to entering the vocational training program. He had a difficult time budgeting money but managed to complete the program having saved \$160.

Family/Community Support

Steven had a very difficult relationship with his mother. Although she had sought a restraining order against him, Steven remained in telephone contact with her and hoped to be able to work things out with her in the future. Due to his gregarious nature, he made new friends at the program and in the community which will aid in his reintegration.

Program Adjustment

From the beginning of his stay at the program, it was clear that Steven was energetic in his approach to achieving his goals. He demonstrated great initiative in identifying activities and ways of achieving his goals, and the program's focus consisted of helping him to make sound decisions and to deal constructively with his often easily aroused frustration. It was immediately noticed that he tended to resort to shouting, slamming doors or pounding his fists on the desk when even slightly agitated. Along with this, he experienced sharp mood changes in response to relatively minor events.

The approach which proved most effective in diminishing this acting-out behavior was to refuse to deal with him when he behaved in such an inappropriate fashion. In time, he engaged in this behavior less frequently, concurrent with developing trust in the staff members who helped him to set behavioral limits.

While the behavior outbursts gradually improved, Steven also put in much successful effort toward meeting his program goals. At first he sought full-time employment and worked day labor jobs to finance his job search. When he obtained a maintenance job, he went to work regularly. However, when he quit due to a dispute with his supervisor, it indicated Steven's need to develop tolerance for frustration in order to hold a job for a long period of time, and perhaps the need for specialized vocational training.

The MRC counselor identified and recommended Steven for placement in the program indicated above. Upon completing our program, Steven had settled into the routine at the training and was encouraged by a transfer to a more advanced woodworking section. It was reported that Steven was successfully dealing with his tendency towards restlessness, completing his work satisfactorily and getting along better with co-workers. This training program supplied small weekly income to Steven, and he was very pleased with himself for having secured a second source of income at a work incentive program.

Steven had a strong desire to earn his GED and followed through on this by attending classes regularly. His instructor considered him to be progressing well.

Because of his excellent program, Steven earned the privilege of an open curfew. He always utilized this privilege properly, returning at a reasonable hour. By the time of his completion he was something of a role model to the other MassCAPP residents in terms of realistically working toward goals. When he located an affordable rented room, the feeling among staff was that he was certainly ready to leave the program, having already established a very positive foundation in the community. He completed the program having secured independent living arrangements, intending to continue at the vocational training program and to complete work toward his GED.

PROGRAM MassCAPP ANNUAL GOAL: 60 %  
 TIME PERIOD: 6/1/81 - 12/31/81 Annual PERFORMANCE: 100 %  
 MAN DAYS: 767 AVERAGE POPULATION: 4 DISCREPANCY: + 40 %  
 TOTAL # RELEASED: 8 # COMPLETE 8 # INCOMPLETE 0 # NEUTRAL 0

SERVICE CATEGORY	GOAL	PERFORM- MANCE	DISCREP- ANCY	PRIOR YEAR
<b>A. CLIENT FLOW</b>				
1. Post-release # <u>5</u>	60%	100%	+ 40%	N/A
#Complete <u>5</u>				
#Incomplete <u>0</u>				
#Neutral <u>0</u>				
2. Halfway back # <u>3</u>	60%	100%	+ 40%	N/A
Complete <u>3</u>				
Incomplete <u>0</u>				
Neutral <u>0</u>				
<b>B. Vocational Program Upon Completion</b>				
1. Employed/In school/ In training # <u>3/6</u>	75%	50%	- 25%	N/A
2. Earning minimum of \$3.50/hour # <u>1</u> (only for those employed full-time)	75%	100%	+ 25%	N/A
<b>C. Financial Management Status</b>				
1. Average amount saved. <u>\$1137/8</u>	\$200	\$142	- \$58	N/A
2. Will have developed weekly budget. # <u>8</u>	90%	100%	+ 10%	N/A
3. Engaged in positive credit building. # <u>1</u>	25%	12%	- 13%	N/A
<b>D. Sources of Community Support</b>				
1. Has participated in out-residency for a minimum of two weeks. # <u>1/3</u>	60%	33%	- 27%	N/A
2. Has participated in volunteer work for a minimum of two weeks. # <u>2</u>	25%	25%	0%	N/A
3. Has participated in a new program-related group activity for two hours per week for a minimum of five consecutive weeks. # <u>2</u>	50%	25%	- 25%	N/A

MassCAPP  
1981  
RESIDENT PROFILE

Statistical Analysis

Number in residence as of January 1, 1981	0
Total intake during 1981	13
Total releases during 1981	8
Number in residence on December 31, 1981	5

Total resident mandays for 1981 767

Ethnic Distribution %  
(N=8)

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

Age Distribution  
(N=8)

Range:	19 to 25
Mean:	22.1
Median:	22
Mode:	22

Educational Level  
(N=8)

Range:	3 to 11
Mean:	7.1
Median:	7.5
Mode:	9

Marital Status %  
(N=8)

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

Employment Skill Level %  
(N=8)

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

Resident Status %  
(N=8)

Post-release:	63%
Half-way back:	37%

Substance Abuse Problems  
(N=8)

Drugs:	25%
Alcohol:	0%
Both:	12%
None:	63%

Sex  
(N=8)

Male:	88%
Female:	12%

Completion Rate by Sex  
(N=8)

Male:	Releases: 7	Complete: 7	Performance: 100%
Female:	Releases: 1	Complete: 1	Performance: 100%

# BOSP

GOALS AND OBJECTIVES

The Boston Offender Services Project (BOSP) was established in 1972 to provide recently released and indigent ex-offenders with emergency financial assistance, social service referrals, and informal counseling during the critical few weeks following release. This unique program was the first of its kind in Massachusetts, and one of the first in the United States, and was developed to respond to a long-neglected area of the criminal justice field: namely, support services for released prisoners who need assistance with life's basic necessities (food, clothing, shelter and transportation) until they become employed and locate suitable housing.

One of the major goals of BOSP is to assure that each client finds employment and suitable housing. When appropriate, clients are referred to vocational training programs in lieu of employment. BOSP, then, is intended only to bridge the gap between being released from prison and the establishment of an independent living situation which presents a viable alternative to continued criminal activity.

The program is designed to be short-term (up to six weeks) and is highly structured. It puts a premium on motivating the client to become independent as soon as possible, and to rely on social service systems only as an intermediate step. The program provides clients with social service referrals to appropriate agencies as necessary, and to specialized drug and/or alcohol programs for those clients with substance abuse problems. BOSP also has a limited capacity to purchase slots for residential and day care programs when other funds for such services are not available.

COUNSELING SERVICES/OPERATIONS

During 1981 BOSP provided services for a total of 472 clients (down from the 742 clients who received BOSP services in 1980). This reduction is solely the result of the program not being refunded by either the City of Boston's Employment and Economic Policy Administration (EEPA) or the City's Penal Institutions Department (PID).

a.) Regular BOSP Component

The Regular BOSP component refers to clients who receive the full range of BOSP services. During the year, 131 clients received such services: 107 clients completed the program, 19 were incomplete, and 5 were considered neutral completions. Thus, the vast majority of regular BOSP

clients completing the program were placed in vocational training programs, had found employment, entered school or participated in a paid training program. In addition, clients secured suitable housing, and problems with outstanding warrants or other legal matters had been referred for resolution.

b.) Services to the Suffolk County House of Correction

The BOSP program provided a variety of services for men incarcerated at the Suffolk County House of Correction at Deer Island. The services included: the purchase of clothing and/or tools for those prisoners selected to participate in the work release program; funds for inmates released on furlough to visit family members or seek employment; and funds for educational courses and training materials. The number of clients served in each of these areas were:

educational funds	41 clients
clothing & tools	84 clients
furlough funds	<u>216 clients</u>
Total Clients Served:	341

c.) Massachusetts Community Assistance Parole Program

In July 1981 MHHI entered into a contract with the Massachusetts Parole Board to provide residential and non-residential services to developmentally disabled parolees. The residential component of the program is located at Brooke House and the non-residential, support services component was operated through and modeled after the BOSP program. In essence, these offenders receive support services including financial support, employment assistance counseling, and follow-up. Funds are also available to rent housing accommodations, and a purchase of service agreement may be used to obtain slots in sheltered workshops, or other residential programs for clients who need specialized services. A detailed report of the MassCAPP program may be found on page 44 of this report.

CONTINUATION STRATEGY

a.) Fundraising

As mentioned earlier, BOSP's two previous funding sources did not refund the program at the end of the contract periods. MHHI believes, however, that such a vital program should not end as a result of these actions. A major fundraising effort was undertaken in the spring, and the response during the subsequent months has been very encouraging. The very generous support from the foundations, corporations, and individuals we contacted has made the continuation of BOSP services possible. The fundraising efforts are continuing, and as of December 31, 1981, the following have made contributions to BOSP:

Massachusetts Society for Aiding Discharged Prisoners  
The Gardiner Howland Shaw Foundation  
The Harold Whitworth Pierce Charitable Trust  
The Seth Sprague Educational and Charitable Foundation  
Massachusetts Half-Way Houses, Inc.  
The Permanent Charity Fund of Boston (Gilbert Hood Family Fund)  
The Grasshopper Society (Badger of America, Inc.)  
The Paul and Edith Babson Foundation  
Jerome Preston, Sr.  
Anonymous  
Frederick W. Weber Charities Foundation  
John H. Nichols Jr. Charitable Trust  
The Peter E. Strauss Trust  
Dover Bargain Store  
National Hardgoods Distributors, Inc.

The generosity and support of these contributors has given BOSP increased flexibility, and no longer are funds restricted to recent releasees from Deer Island. BOSP, within its budget capacity, continues to be able to assist any recently released ex-offender in need of emergency financial assistance, and further aid the MassCAPP clients.

b.) Administrative Support

To make BOSP service delivery more efficient, and in an effort to stabilize the funding base, BOSP made two very substantial changes during the year.

1.) The BOSP offices have been relocated to MHHI's Boston Employment Resource Center, a multi-service, ex-offender employment program located in Boston (which is part of the COERS system which also operates programs in Lawrence, Worcester and Springfield). BERC provides a wide range of employment, training and supportive services to ex-offenders. Through reduced costs for administration and personnel, BOSP is able to provide more of its financial resources directly to clients. In addition, the capacity to integrate client support assistance with employment and training services is enhanced and better able to be monitored.

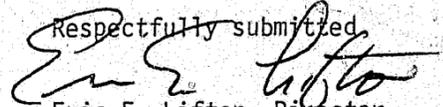
2.) In an attempt to establish a more stable funding base, MHHI in November 1981, established a reserve fund and made an initial contribution of \$5,000 to endow the fund. Over the coming months and years we hope to attract sufficient capital to this fund to endow the BOSP program and perpetuate its existence through the use of the interest generated. The short-range goal is to continue the BOSP model in the Boston area, with a long-range goal of eventually operating a statewide BOSP model in cooperation with existing service delivery systems.

#### STAFF

As a result of not being refunded by the city agencies, the BOSP staff was reduced through attrition and transfer; no staff members were laid off. In 1981 the project secretary, Laurie Morrow, resigned to take another job and was replaced by Laura Marshall who worked on a part-time basis. Hope Matthiessen, the Community Worker for BOSP during the first part of the year, resigned to return to graduate school, and Lynn Murphy, a recent graduate of the North Shore Community College Criminal Justice Program, joined the BOSP staff as the Community Worker. A second Community Worker position was left vacant as a result of the resignation of Florence Thompson who accepted a job at the Suffolk County House of Correction. Lynn Murphy was subsequently transferred to Brooke House to become the first MassCAPP counselor.

In June, the BOSP office space at 79 Chandler Street (first floor of Brooke House) was offered to the Director of the MassCAPP program, Jack Frazier, and the MassCAPP Parole Officer, Deborah Warnum. They moved into the offices in July, which served to strengthen the coordination of BOSP services for MassCAPP clients.

Respectfully submitted,



Eric E. Lifton, Director  
Boston Offender Services Project

### BOSTON OFFENDER SERVICE PROGRAM

#### ANNUAL REPORT 1981

SERVICE CATEGORY REGULAR BOSP	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR	
<b>1. Program Completions</b>					
# Total:	107	90%	85%	-5%	95%
# Employed:	48				
# In School:	1				
# Vocational Training:	3				
# Mental Health:	--				
# Alcohol:	3				
# Drug:	1				
# General Relief:	51				
<b>2. Releases/Incomplete</b>					
# Total:	19				
# Employed:	--				
# In School:	--				
# Vocational Training:	--				
# Mental Health:	--				
# Alcohol:	--				
# Drug:	--				
# No Placement:	19				
<b>3. D.I. Parolees:</b>					
# Complete:	47	90%	89%	-1%	97%
# Incomplete:	5				
# Neutral:	3				
<b>4. D.I. Wrap-Up:</b>					
# Complete:	60	90%	81%	-9%	95%
# Incomplete:	14				
# Neutral:	2				
<b>5. C.S.J. Pre-Trial:</b>					
# Complete:	N/A				
# Incomplete:	--				
# Neutral:	--				
<b>6. C.S.J. Probation:</b>					
# Complete:	N/A				
# Incomplete:	--				
# Neutral:	--				
<b>7. In MRC Status 10 or above:</b>					
# Complete:	14	25%	13%	-12%	20%
# Incomplete:	--				

PROGRAM: Boston Offender Services Project  
 TIME PERIOD: 1981

SERVICE CATEGORY REGULAR BOSP (con't.)	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
8. Relocated: # Complete: <u>70</u> # Incomplete: <u>    </u>	50%	65%	+15%	53%
9. Average length of stay (days): Complete: <u>    </u> Incomplete: <u>    </u>		33 days 24 days		26 days 21 days
10. Average Cost Per Day: Complete: <u>    </u> Incomplete: <u>    </u>		\$8.30 \$4.45		\$5.80 \$6.20
11. Minimum Salary \$4/hr.: # Complete: <u>51</u> # Incomplete: <u>N/A</u>	85%	48%	-37%	73%

CH

GOALS AND OBJECTIVES

Coolidge House is a thirty bed, three 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 Massachusetts Department of Correction (DOC) and the Massachusetts Parole Board on pre- and post-release status. The program is designed to provide an alternative to traditional concepts of incarceration, and to assist residents to make a successful transition to the community.

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

1981 HIGHLIGHTS

On January 7, 1981 a fire started in the adjacent building at 309 Huntington Avenue and quickly spread to the roof and rear of Coolidge House. When the fire was finally contained, it was clear that Coolidge House had sustained serious damage to the roof of the building and most rooms and offices located in the rear of the building. Thus, the fire presented a major focus of the year for Coolidge House staff and residents. The staff on duty the morning of the fire did a remarkable and commendable job evacuating the residents and assisting the firefighters. Also, as a result of the efforts of J. Bryan Riley, Executive Director and Director of Operations, Peter Flynn, and the Department of Correction's Contract Compliance Officer, Philip Brown, all residents were relocated to other facilities and none were returned to custody.

Coolidge House residents were integrated into the programs at Brooke House, 577 House and 699 House (all MHHI facilities), and were also placed at Hillside Pre-Release Center on a temporary basis until renovations allowed residents to return to Coolidge House. Counseling staff also moved to the other facilities and continued to monitor their caseloads. Night Counselors remained actively monitoring the security of the facility and the House Manager became very involved in the plans for renovation.

Residents returned to Coolidge House and operation of the program began as usual in April. Although renovations continued through most of the remainder of the year, the residential areas were habitable and Coolidge House took in thirteen residents (ten from Brooke House and three from Temporary Housing Program).

### COUNSELING OPERATIONS

The immediate need was easing the residents' transition of moving, changing programs, and adapting to new counselors. Some of the residents transferred from Coolidge House to the other facilities found the change difficult, but once settled into the programs, these residents went on to have successful programs.

The emphasis was not changed, but switched locations when Coolidge House reopened to residents in April. Again, the main concentration was aiding the residents during the transition with as little disruption to their program as possible. In the following months, the population steadily increased to our capacity and during this time Coolidge House accepted its first post-release resident (the program being previously designed to serve pre-release residents).

With this added client status, efforts were made to develop new community resources for volunteer work and new group activity, and develop private employee training programs, as well as the efficient utilization of resources for our Spanish-speaking clients. This last emphasis was needed due to the large number of Hispanic residents referred to our program.

As in other MHHI programs, Coolidge House residents contract to achieve specific goals which include becoming involved in community service volunteer work, new group activities and other program-related events. Coolidge House residents actively participated in: tutoring at the Blackstone Community School; acting as escorts and reading at the Massachusetts Association for the Blind; assisting in mass mailings at Amnesty International; coaching and other related functions at sports activities at Jackson Mann Community School, Lena Park Community Center and the Blackstone Community School; mental health aides at Medfield State Hospital; translating information from English to Spanish at the Cardinal Cushing Center; active membership in the Norfolk Fellowship and Family and Friends of Prisoners (support groups to offenders and ex-offenders), and the Massachusetts Jaycees; and, being actively involved in local community affairs by assisting as needed in the Fenway Community Organization known as FenPac. Residents also enjoyed the opportunities during the year to visit the various museums in Boston, as well as attending a New England Patriots' football game as a group.

Toward the end of the year, the Resident Executive Committee (REC), an elected group of residents, became more active and involved in the facility's operation. These residents have taken a strong leadership position; actively involving themselves in aiding other residents in finding employment, resolving in-house issues and helping those new to the area get acquainted with the city.

### HOUSE MANAGEMENT

The damage to Coolidge House, caused by the January fire, was extensive, and as a result, the entire facility underwent renovations. The roof was in need of extensive and immediate repair, particularly due to the weather. Other areas in the rear of the building were boarded or secured against the weather until they were repaired, and concentration was focused on the residential area. All resident rooms were repainted, the floors refinished and new furniture was purchased and replaced the damaged items. The resident's lounge and poolroom were repanelled or wallpapered; the pool table was recovered as it was also damaged as a result of the fire. The kitchen and dining area received the necessary attention to replace or repair the damages; a new tile floor was installed in the dining room. Although the renovations were not completed as had been anticipated in June, the facility was made secure and usable by April when residents began returning to the program. Renovations continued throughout the year with finishing touches being applied to those areas which had been only minimally damaged.

From the day of the fire and until the operation of Coolidge House resumed, our volunteer night counseling staff did an outstanding job. They devoted many hours during the months that residents were not in the house doing desk duty and otherwise aiding the Coolidge House staff with the transition and the continued administrative requirements of the program.

### STAFF

Staff training this year included: Mary Griffiths, Head Counselor, attended two International Halfway House Association workshops (one in Andover, MA and the other in Fairfax, VA). One of the workshops dealt with stress and burnout; the other with supervisory issues. David Stanford, Counselor, attend a four week course in alcoholism treatment held at Harbor Lights in Boston, and also participated in the Red Cross Multi-media First Aid. Our Assistant House Manager, Carlton Cox, attended a three day seminar on fire safety sponsored by the Department of Correction. I have attended the regularly scheduled directors' meetings sponsored by the Department of Correction for DOC-funded programs. These meetings are held monthly at a different DOC-funded facility for the purpose of reviewing program issues and sharing information. I also participated in the Red Cross Multi-media first aid training with Dave Stanford, and we are both now trained to instruct other MHHI staff in this program. Finally, I attended a three day criminal justice forum held at Cherry Hill, NJ.

PROGRAM: COOLIDGE HOUSE  
 TIME PERIOD: 1981

MAN DAYS: 5777

AVERAGE POPULATION: 16

# RELEASED: 58  
 # COMPLETE: 35  
 # INCOMPLETE: 12  
 # NEUTRAL: 11

ANNUAL GOAL: 80%  
 PERFORMANCE: 74%  
 DISCREPANCY: -6%

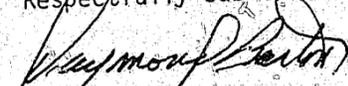
There were several staff changes during the year. After the fire, James Griffin our House Manager, Carolyn Jones our Secretary and I remained at Coolidge House to conduct required program business and oversee the renovations. Jim and Carolyn have since resigned their positions and have been replaced by Carlton Cox, who is presently handling our house management responsibilities, and Carmensita Waithe is presently the Coolidge House secretary. Gene Anderson left as Counselor at Coolidge House and Mary Griffiths was promoted from Counselor to Head Counselor. David Stanford was transferred and promoted from 699 House to the position of Counselor at our program. The other counseling position was filled by Rodney Garland in July, and completed the staff.

Special thanks is extended to the following Board and Corporate members of MHHI who have served as the House Committee for our program in 1981. Mary Sargent, Dan Nakamoto, Nat Young, Fr. Gerry Donovan, Ray Gilbert and Rev. T. Kennedy met at least seven times during the year. The House Committee reviews, discusses and advises each program on budget, client, house management and other program issues. Due to the unfortunate beginning of 1981 at Coolidge House and the ramifications caused by the fire, our House Committee was an outstanding and appreciated source of counsel and support.

CLIENT PROFILE

The average Coolidge House resident in 1981 was on pre-release status and referred from the Department of Correction. He was a single, white male approximately 33 years old. The resident had a high school education and was employed in a semi-skilled occupation. This resident also had a history of substance abuse.

Respectfully submitted,



Raymond Barton, Director  
 Coolidge House

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR	
<b>CLIENT FLOW</b>					
(1) # Federal Residents:	4	90%	100%	+10%	100%
# Complete:	3				
# Incomplete:	-				
# Neutral:	1				
(2) # State Pre-Release:	46	80%	73%	-7%	77%
# Complete:	29				
# Incomplete:	17				
# Neutral:	6				
(3) # State Post-Release:	4	75%	50%	-25%	50%
# Complete:	1				
# Incomplete:	1				
# Neutral:	2				
(4) # Deer Island:	1	80%	100%	+20%	62%
# Complete:	1				
# Incomplete:	-				
# Neutral:	-				
(5) # Others:	1	75%	100%	+25%	100%
# Complete:	1				
# Incomplete:	-				
# Neutral:	-				
<b>RELEASES/COMPLETE</b>					
<u>Vocational Status</u>					
Total #:	34	95%	97%	+2%	91%
(1) # Employed:	33				
(2) # In-School:	-				
(3) # In Training:	-				
(4) # Upgrading Skill:	4	60%	13%	-47%	37%
(5) # Earning minimum of \$4.00/hour:	26	85%	79%	-6%	89%

PROGRAM: Coolidge House  
 TIME PERIOD: 1981

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
<u>Financial Management Status</u>				
(1) # Engaged in positive credit building: 18	75%	53%	-22%	73%
(2) Avg. Savings (Fed.): —	\$600	\$267	-\$333	\$611
(3) Avg. Savings (others): —	\$400	\$382	-\$18	\$305
<u>Sources of Community Support</u>				
(1) # participating in out-residency: 3	80%	75%	-5%	87%
(2) # eligible: 4				
(3) # relocated to new community: 23	60%	66%	+6%	63%
(4) # volunteer work: 19	65%	54%	-11%	54%
(5) # new group activity: 17	75%	49%	-26%	62%
<u>RELEASES/INCOMPLETE</u>				
(1) # Incomplete: 12		92%		63%
(2) # vocational placement: 11				
# employed: 10		83%		
# in school: —				
# in vocational training: 1				
# in MRC status 10 or beyond: —				
# no placement: 1				
(3) Avg. amount saved:		\$181		\$43
(4) Avg. length of stay:		52 days		64 days

COOLIDGE HOUSE

RESIDENT PROFILE 1981

Statistical Analysis

Number in residence as of January 1, 1981 25  
 Total intake during 1981 61  
 Total releases during 1981 58  
 Number in residence on December 31, 1981 28  
 Total resident man days for 1981 5777

Ethnic Distribution  
(N= 58 )

Caucasian: 50%  
 Black: 24%  
 Spanish: 20%  
 Other: 6%

Age Distribution  
(N= 58 )

Range: 18 to 60 years  
 Mean: 31  
 Median: 33  
 Mode: 60

Education Level  
(N= 58 )

Range: 8 to 16 grade  
 Mean: 12  
 Median: 11  
 Mode: 15

Marital Status  
(N= 58 )

Single: 56%  
 Married: 31%  
 Divorced: 13%  
 Separated: —

Employment Skill Level  
(N= 58 )

Skilled: 10%  
 Semi-Skilled: 55%  
 Unskilled: 35%

Resident Status  
(N= 58 )

State Pre-Release: 82%  
 State Post-Release: 7%  
 Federal: 7%  
 County: 2%  
 Other: 2%

Substance Abuse Problems  
(N= 58 )

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

# THP

## GOALS AND OBJECTIVES

The Temporary Housing Program (THP) began in 1971 and is now a twenty-bed, four to eight-week residential program for male pre- and post-release clients. Our treatment modality is *Reality Therapy*, as with other MHI programs, and we use the Mutual Agreement Programming (MAP) contract plan, and the earning of program related activity time (PRAT) as tools of the therapy.

Although briefer than other programs, goals for providing a smooth and successful reintegration into the community are the same. The program priorities are employment and savings, beginning the procedures for vocational upgrading and training, beginning education, and beginning establishment in the community through therapy, community service work, and group activities.

Temporary Housing Program is funded through the Massachusetts Department of Correction (DOC) and the Federal Bureau of Prisons (FBOP), and receives referrals through these agencies, as well as from state and local courts.

## 1981 HIGHLIGHTS

THP is located on the fourth floor of Brooke House, therefore we share many activities. In 1981, residents enjoyed and appreciated the opportunity provided for recreation at the summer picnic, planned by Brooke House, and held at the Blue Hills/Houghton Pond Picnic area. Also our residents enjoyed the annual Thanksgiving dinner, including entertainment, and the annual Christmas Party held at Brooke House for the children of the Ellis Memorial Center.

The residents of THP participated in some unusual special activities, described further in this report. Our relationship with community agencies was improved as we expanded our contacts, program staff participated in over 174 hours of outside training, and we continued to seek ways of improving this short-term program for our clients.

## COUNSELING OPERATIONS

Residents of the THP program are expected to save money, develop stable personal relationships, and each must be an active member of the program to reap its benefits. Developing responsibilities is rewarded with the privileges of the program related activity time and furloughs, along with increased self-esteem and confidence.

THP is a microcosm of the community: what exists in the program also exists outside. There are pressures, but none different from living in the community. Residents' progress is closely monitored; failure to meet even minor responsibilities is often a warning signal. Problems, once identified, are resolved within the program by the counseling services provided, and residents are held accountable for not meeting contracted obligations. It is also necessary to rely on outside resources, and referrals are frequently made for drug, alcohol, family or other supportive therapy. Staff are continuously reviewing known resources and developing new ones.

During the year, THP staff personally met with many community agencies to solicit cooperation between our agencies. Interagency visits were common. Several of these agencies are: the Samaritans, a suicide prevention group which also operates a 24-hour hotline service run by volunteers; Cambridgeport Problem Center which offers free and/or affordable counseling services for emotional or legal problems; the Blackstone Community Center offers evening educational and recreational programs; Life Work Direction has counseling and group sessions concerning vocational enrichment; and Morgan Memorial operates many programs for the disabled, retarded, needy, etc. These agencies provide a twofold service to THP residents: resource/referral for counseling needs, and placement for community service volunteer work.

THP residents contributed approximately 1156 hours to community service projects and agencies in 1981. Time was given to special projects at Morgan Memorial, Blackstone Community School, Ellis Memorial Center and Haley House. All of these are located in the South End, as is THP, and it serves to offer our residents the opportunity of contributing to and being a part of community affairs. Examples of some of the special services provided by THP residents are:

- one resident volunteered as a Karate instructor two evenings a week; lessons were free for neighborhood youths 12-16 years of age;
- another resident worked with retarded children doing physical exercises every morning;
- others provided coaching services for youth sporting events

Similar to community service volunteer work, residents also participated in New Group Activities, which were required and had to be program-related. Specifically, a new group activity should provide resources and/or aid residents in meeting new and positive people, particularly by getting involved in activities not previously experienced. One such

activity pursued by a THP resident was the result of his having received a scholarship to attend the Boston Adult Education Center and take a class in foreign cuisine.

Finally, as means of rounding the resident's program, they are able to participate in Program Related Activity Time (PRAT), which is generally earned privileges. All of the activities previously mentioned are intended to expose the resident to the community, to serving others and seeking new and more positive outlets. PRAT allows the residents time to pursue special interests. Our residents managed to combine their new group activity and program-related activity time by participating in social activities which involved their program goals prior to release.

Another area of resident involvement in the program is the Resident Executive Committee. This committee is an elected body of residents who work closely with the program administration while supporting their peers and helping the program to progress. This group has maintained the respect of the residents while being utilized to help resolve problem issues. REC members accept and realize the responsibility of the committee and help maintain the success of the program for all.

#### HOUSE MANAGEMENT

House management activities include physical maintenance of the fourth floor which houses THP, and maintaining supply inventories as well as other operational needs of the program. In the past year, a new tile floor and the removal of an old tub made great improvements in the bathroom facilities. A large shower unit, built by a resident, was installed. Ceiling and walls on our floor were painted during the year. The THP lounge was converted into office and conference room space. Other work included replacing stair treads, installing new electric outlets and smoke detectors were placed in the halls and stairwells.

#### STAFF

THP staff participated in over 174 hours of training by outside agencies in 1981. This training included furlough procedures, multi-media first aid, leadership training and problem solving, an alcohol symposium, and assertiveness training. THP's Assistant House Manager/Secretary also participated in 20 hours of in-house support staff training. Other in-

house training included four sessions for night counselors, including those from Brooke House, on the specific topic of "Hostility Management." I designed and conducted this training to aid our volunteer night counseling staff in confronting residents who may display hostile behavior or attitudes. I also had the opportunity of attending and participating at the American Correctional Association's Congress for Corrections and the International Halfway House Association annual meeting held conjunctively in Miami Beach, Florida. Subsequently, I have been appointed Co-State Director for Massachusetts for the International Halfway House Association.

Staff changes during the year included Suzan LeBlanc being replaced as Assistant House Manager/Secretary by Elizabeth Levy who has subsequently been promoted to counselor at Brooke House. Elizabeth's replacement is a former night counselor, Celestine Royal. The Counselor's position has been filled by Mac Zamore and presently by Virginia Pratt who began as THP's Counselor-in-Training. This last position was vacant at the end of 1981.

THP CLIENT PROFILE

The average resident at THP in 1981 was a white male, 28 years of age and was unskilled. He had at least a high school education. This resident was also single and a pre-release client whose crime was financially motivated. There was indication of substance abuse.

Respectfully submitted,

*Jeffrey Sargent*  
 Jeffrey Sargent, Administrator  
 Temporary Housing Program

PROGRAM: TEMPORARY HOUSING PROGRAM  
 TIME PERIOD: 1981

MAN DAYS: 6609  
 # RELEASED: 124  
 # COMPLETE: 81  
 # INCOMPLETE: 25  
 # NEUTRAL: 18

AVERAGE POPULATION: 18

ANNUAL GOAL: 80%  
 PERFORMANCE: 76%  
 DISCREPANCY: 4%

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
<b>CLIENT FLOW</b>				
(1) # Federal Residents:	90%	100%	+10%	100%
# Complete:				
# Incomplete:				
# Neutral:				
(2) # State Pre-Release:	80%	73%	-7%	83%
# Complete:				
# Incomplete:				
# Neutral:				
(3) # State Post-Release:	75%	89%	+14%	71%
# Complete:				
# Incomplete:				
# Neutral:				
(4) # Deer Island/METAC:	80%	71%	-9%	81%
# Complete:				
# Incomplete:				
# Neutral:				
(5) # Others:	75%	DNA	DNA	67%
# Complete:				
# Incomplete:				
# Neutral:				
<b>RELEASES/COMPLETE</b>				
<u>Vocational Status</u>				
Total #:	95%	96%	+1%	94%
(1) # Employed:	60%	27%	-33%	35%
(2) # In School:				
(3) # In Training:				
(4) # Upgrading Skill:				
(5) # Earning minimum of \$4.00/hour:	85%	78%	-7%	96%
* 2 Residents--Medical Disability Not Included				

PROGRAM: Temporary Housing Program  
 TIME PERIOD: 1981

TEMPORARY HOUSING PROGRAM

1981

RESIDENT PROFILE

Statistical Analysis

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
<u>Financial Management Status</u>				
(1) # Engaged in positive credit building: <u>20</u> *	75%	27%	-48%	17%
(2) Avg. Savings (Fed.): <u>    </u>	\$600	\$441	-\$159	\$226
(3) Avg. Savings (others): <u>    </u>	\$400	\$315	-\$85	\$277
<u>Sources of Community Support</u>				
(1) # participating in out-residency: <u>1</u>	80%	7%	-73%	40%
(2) # eligible: <u>15</u>				
(3) # relocated to new community: <u>41</u>	60%	51%	-9%	41%
(4) # volunteer work: <u>37</u>	65%	52%	-13%	28%
(5) # new group activity: <u>19</u>	75%	28%	-47%	24%
<u>RELEASES/INCOMPLETE</u>				
(1) # Incomplete: <u>25</u>				
(2) # vocational placement: <u>14</u>		56%		65%
# employed: <u>13</u>				
# in school: <u>1</u>				
# in vocational training: <u>1</u>				
# in MRC status 10 or beyond: <u>2</u>				
# no placement: <u>11</u>				
(3) Avg. amount saved: <u>    </u>		\$63		\$56
(4) Avg. length of stay: <u>    </u>		58 days		50 days
* 73 Residents Were Eligible In This Category.				

Number in residence as of January 1, 1981: 17  
 Total intake during 1981: 126  
 Total releases during 1981: 124  
 Number in residence on December 31, 1981: 19

Total resident Man Days for 1981: 6609

Ethnic Distribution

(N= 124)

Caucasian: 55%  
 Black: 37%  
 Hispanic: 8%  
 Other: ---

Age Distribution

(N= 124)

Range: 19 to 55 years  
 Mean: 28  
 Median: 27  
 Mode: 24

Education Level

(N= 124)

Range: 7 to 16 grade  
 Mean: 11  
 Median: 11  
 Mode: GED

Marital Status

(N= 124)

Single: 63%  
 Married: 20%  
 Divorced: 11%  
 Separated: 6%

Employment Skill Level

(N= 124)

Skilled: 12%  
 Semi-Skilled: 16%  
 Unskilled: 72%

Resident Status

(N= 124)

State Pre-Release: 81%  
 State Post-Release: 6%  
 Federal: 6%  
 County: 7%  
 Other: ---

Substance Abuse Problems

(N= 124)

Drugs: 23%  
 Alcohol: 19%  
 Both: 12%  
 None: 46%

# PRP

## GOALS AND OBJECTIVES

Probation Residential Program (PRP) is a seven-bed, coed residential program begun in 1979 and originally located on the fifth floor of Coolidge House. In 1981 PRP moved to Brooke House, 79 Chandler Street, Boston. 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 receives most of its referrals from, the Dorchester District Court and Boston Municipal Court. Clients are also referred from the other Suffolk County courts.

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 achieving a successful community reintegration. In addition, PRP provides emergency shelter for probationers on a space-available basis.

## 1981 HIGHLIGHTS

During the second week of January, the Probation Residential Program moved its residents to, and remained at Brooke House. This move, necessitated by the fire at Coolidge House, was handled smoothly through the efforts of PRP residents and the staff and residents at Brooke House. The Probation Specialist for the Massachusetts Committee on Criminal Justice, Edward Dalton, visited the program once settled at Brooke House. The visit was made to determine the feasibility of continuing the program at a reduced bed space capacity. As a result of the visit, and the positive image received, it was recommended that PRP continue to operate as a seven-bed program until the end of June 1981.

## COUNSELING OPERATIONS

Due to the unique nature of the PRP program, one of the goals of the residents is repayment of court costs, restitution or other legitimate financial obligations. During the period 1979-1981, the combined income of all residents released from PRP was \$50,779. Of this figure, \$47,680 was earned income and \$3,099 was provided by welfare. Out of

these resources, the residents paid a total of \$10,632 (estimated) in taxes, saved a total of \$12,590, and paid a total of \$10,139 towards court costs, restitution and non-support. This meant that a total of \$10,632 in taxes and a total of \$10,139 in court costs would have otherwise not been realized as revenue to the offices, courts or agencies to whom the amounts were paid. These figures do not include the cost differential in housing a resident in PRP compared to the cost of housing someone in a correctional institution. As can be seen, a substantial amount of money was repaid to the courts and others by using PRP as an alternative to incarceration.

Seventeen residents were released from PRP in 1981. Six of these were released as complete; five were incomplete releases; two were released as neutral; and four were emergency placements.

During the period from 1979-1981 there were a total of 128 residents released from PRP. Forty-eight were released as complete; 21 were released as incomplete; and 10 were released as neutral. Thus PRP had a 70% completion rate for the life of the program. Also during this time period, PRP served 49 emergency referrals.

PRP has proven to be a valuable and viable alternative to incarceration, as well as more cost-effective means of providing correctional services to the community. Future plans for developing programs for use as alternatives to incarceration should consider this program design.

#### HOUSE MANAGEMENT

Because the Probation Residential Program shared the facilities at Brooke House, specific house management responsibilities were assumed by Brooke House staff. PRP residents, however, were required to be responsible for the maintenance of their residential area, and to cooperate with the general upkeep and maintenance of the facility.

#### STAFF

Andy Macdonald remained as PRP Program Supervisor during and after the transition from Coolidge House to Brooke House. At the end of the program period, Andy remained as a Counselor and eventually Head Counselor at Brooke House. PRP Counselor Chester Rodrigues, who was on temporary transfer from Ambrose House, returned to that program in March.

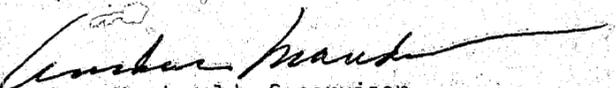
Due to fiscal reductions in the budget of our funding source, PRP ended in June 1981. Special recognition is made to those former staff and agencies which helped to make PRP the exemplary program it was during its period of operation: Anthony Sasso (formerly Director of PRP), Elizabeth Bonner (Counselor at PRP), Nancy Gill, Inez Abramson, Terry Ley, Bonita Rodrigues, Evelyn Crooks and Shenja Dancy (support staff).

Appreciation is extended also to: Dorchester District Court, Roxbury District Court, Boston Municipal Court, the Massachusetts Rehabilitation Commission, South End Neighborhood Action Program and the Boston Employment Resource Center, all of whom helped PRP succeed.

#### CLIENT PROFILE

The average resident at PRP was referred to the program by the Dorchester District Court, was a single, white male who was approximately 23 years of age. This resident was unskilled, had a tenth grade level education and a history of substance abuse.

Respectfully submitted,

  
Andrew Macdonald, Supervisor  
Probation Residential Program

PROGRAM: Probation Residential Program  
 TIME PERIOD: 1-1-81 6-30-81

MAN DAYS: 948

AVERAGE POPULATION: 5

# RELEASED: 17    # COMPLETE: 6    ANNUAL GOAL: 80%  
 # EMERGENCY STATUS: 4    # INCOMPLETE: 5    PERFORMANCE: 55%  
 # NEUTRAL: 2    DISCREPANCY: 25%

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR	
<b>CLIENT FLOW</b>					
(1) # Probationers:	17	80%	55%	-25%	72%
# Complete:	6				
# Incomplete:	5				
# Neutral:	2				
# Emergency:	4				
<b>RELEASES/COMPLETED Vocational Status</b>					
Total #:	6	95%	100%	+5%	100%
(1) # Employed:	6				
(2) # In School:	1				
(3) # In Training:	-				
(4) # Upgrading Skill:	1	40%	17%	-23%	29%
(5) # MRC Status 10 or funded training:	1	40%	17%	-23%	15%
(6) # Earning minimum of \$3.50/hour:	6	75%	100%	+25%	65%
<b>Financial Management Status</b>					
(1) # Engaged in positive credit building:	0	50%	0	-50%	44%
(2) Avg. savings:	\$150		\$119	-\$31	\$243
<b>Sources of Community Support</b>					
(1) # Participating in out-residency:	3	60%	50%	-10%	41%
(2) # eligible:	5				
(3) # relocated to new community:	4	60%	67%	+7%	56%
(4) # volunteer work:	4	50%	67%	+17%	79%
(5) # in new group activity:	1	75%	17%	-58%	79%

PROGRAM: Probation Residential Program  
 TIME PERIOD: 1981

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
<b>RELEASES/INCOMPLETE</b>				
(1) # Incomplete:	5			
(2) # vocational placement:	2			
# employed:	2			
# in school:	2			
# in vocational training:	-			
# in MRC status 10 or beyond:	2			
# no placement:	3			
(3) Avg. amount saved upon release:		\$8	DNA	\$24
(4) Avg. length of stay:		60 days		41 days

PROBATION RESIDENTIAL PROGRAM

Resident Profile  
1981

Statistical Analysis

Number in residence on January 1, 1981	6
Total intake during 1981	11
Total releases during 1981	17 *
Number in residence on July 1, 1981	0

\*Emergencies and neutral releases not counted in statistical analysis

Total resident mandays for 1981 948

Ethnic Distribution %  
(N=11)

Caucasian:	64%
Black:	36%
Spanish:	0%
Other:	0%

Age Distribution  
(N=11)

Range:	17 to 32
Mean:	23
Median:	20
Mode:	20

Education Level  
(N=11)

Range:	7 to 12
Mean:	10
Median:	11
Mode:	11

Marital Status %  
(N=11)

Single:	73%
Married:	18%
Divorced:	0%
Separated:	9%

Employment Skill Level %  
(N=11)

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

Resident Status %  
(N=11)

Dorchester District Court:	73%
Roxbury District Court:	9%
Boston Municipal Court:	9%
Brookline Municipal Court:	9%

Sex %  
(N=11)

Male:	82%
Female:	18%

Substance Abuse %  
(N=11)

Drugs:	10%
Alcohol:	45%
Both:	0%
None:	45%

# 577 HOUSE

## GOALS AND OBJECTIVES

577 House, a twenty-bed, three-month residential facility for male ex-offenders, was founded in 1975. Referrals are men who have been cleared for pre-release from Massachusetts correctional institutions, and funding is by contract with the Massachusetts Department of Correction (DOC).

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; 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.

## 1981 HIGHLIGHTS

The city's Deer Island contract, which funded ten of our twenty beds, expired in June, and since that time all clients are now referred from and funded by the Massachusetts Department of Correction.

577 House was honored to host the MHHI Board of Directors monthly meeting in July. We appreciated the opportunity of hosting the Board members and having them tour and acquaint themselves with our program.

Holiday activities included a 577 House dinner for residents, staff, relatives and friends. We also made a House contribution to the Boston Globe Santa Fund, and also donated all of the paper supplies for the children's party sponsored by the Chester Park Neighborhood Association.

Facility improvements, both physical and administrative, made the house more serviceable to our residents, as well as preparing our program to meet the DOC audit inspection, the city's building inspection, and also to comply with the accreditation application filed by the corporation.

In order to promote our program in the neighborhood, I began attending the monthly meetings of the Chester Park Neighborhood Association which includes residences along Massachusetts Avenue, Tremont Street, Shawmut Avenue and other surrounding streets. Meetings focus on crime prevention, cleanliness of the neighborhood and social gatherings for the neighbors. As a result, 577 House is considered part of the neighborhood, and has an investment in promoting a clean, safe and secure area in which to live.

### COUNSELING OPERATIONS

In an effort to assist our residents to facilitate successful community reintegration, many services are provided. Residents are impressed with the importance of increasing marketable skills in order to secure a good job; they are encouraged to develop positive relationships with family and friends, as well as in the community; and they are offered ways to develop and maintain money management. Some of the ways 577 House staff provided these services to our residents in 1981, include the following:

- Make resources available to all residents which will provide skill up-grading, vocational assessment and guidance, and employment referral or placement. 577 House utilized the services of the Boston Employment Resource Center, the Massachusetts Rehabilitation Commission and several other citywide or local agencies for this goal.
- Refer residents in need of specialized counseling or therapy to organizations and agencies offering substance abuse counseling, family or emotional problem counseling, etc. Some of the community resources used for this part of a resident's program are: SPAN (a substance abuse group counseling agency), First, Incorporated (also a substance abuse counseling program), and several medical facilities located in Boston.
- Residents eligible for furlough are counseled on the need to develop strong, supportive relationships with family and friends, who will be helping once the resident assumes his life in the community.
- All residents entering our program, and all other MHHI programs, are instructed on the operation of the Credit Union and how it is a valuable source for their credit building and financial management goal.

Residents and staff are held accountable for all of their activities, and case management, counseling sessions, PRA activities, and sign-in and sign-out systems are monitored and evaluated on an ongoing basis. Thus, residents are assured when they enter our program and contract to achieve certain goals, that they will be expected to do so, and be held responsible for a successful completion in the program. Since more clients were admitted from pre-release centers this year than from correctional institutions, it resulted in our putting more emphasis on increasing responsibility and preparation for community reintegration as the resident moves from greater to lesser security, and nears his parole date.

Volunteer work placements were numerous, with more responsible duties, and for one resident the volunteer placement proved to be financially rewarding. Placements included answering the alcohol hotline at the Lemuel Shattuck Hospital, affiliations with religious organizations (e.g., Norfolk Fellowship, Boston Bible Study Group, etc.) where residents met with other offenders and families of inmates in discussion groups, and other residents provided coaching services for youth sports events, and involvement in the functions sponsored by the Chester Park Neighborhood Association.

Weekly and monthly group counseling sessions included special seminars conducted by treatment staff on the topics of alcohol and substance abuse, coping with increased responsibility and change, negotiating with staff, competing in the job market, and being responsible for one's own behavior. These meetings with all staff, volunteers and residents, in conjunction with a very active Resident Executive Committee, have remained consistent and valuable throughout the year.

### HOUSE MANAGEMENT

As indicated above, facility improvement was a goal for 1981, and was successfully accomplished through ongoing, collaborative efforts of staff and residents. Projects included installation of radiators and a new basement heating system, winterizing, repair or replacement of all locks, renovation of both bathrooms, and the pool room, establishing a new pay phone area, painting all rooms and offices, common areas and hallways. Most doors and door jams were also replaced. Household appliances were serviced. The alarm system for both exits was repaired and plans have been made to install a new fire alarm system. Curtains, wastebaskets and bedspreads were purchased for the residents' rooms. Other ongoing, maintenance repairs were made to ceilings, floors, windows, etc. All of these renovations improved the facility for our residents, and helped 577 House comply with city building codes, as well as help meet the standards toward our application for accreditation.

In addition to facility improvements, systems were developed for emergency drills, food and first aid inventory, detail accountability, room checks and night counselor supervision. In conjunction, procedure and policy manuals were updated and reviewed by all staff.

Our House Committee, which includes Father Cyril Conroy, Mary Sargent, Charles Hinton, Howard Elliot and Gerald Gaffney met regularly during the year. Both 577 House and 699 House are monitored by this House Committee, and the meetings rotate from month-to-month from 699 House to 577 House. Issues covered during the meetings are client flow statistics, resident accomplishments and problems, interagency relationships, budgetary issues, facility renovations and maintenance and staff. Both the Director of 699 House and I wish to express our sincere gratitude to each of these people for the constant support and attention to our programs.

STAFF

Our program staff have been involved in several areas of training--both as participant and instructor, and have had the opportunity of being actively involved in professional organizations. I was a panel member at a "Go to Jail for a Day" workshop sponsored by Glenn DuBois, an instructor at the North Shore Community College. Joseph Graham, House Manager at 577 House, and I spoke to a criminal justice class at Boston State College at the request of one of our night counselors (Michelle Harris), who was a student in the class. Other training involvements included:

- several staff and night counselors participated in first aid and fire safety training programs;
- counseling staff attended several Department of Correction-sponsored sessions involving furloughs, interpersonal training for women in corrections, and report writing;
- staff attended workshops sponsored by MHHI's Juvenile Justice Management Training Program; and,
- several staff attended the International Halfway House Association regional workshop in Andover, MA, and in Fairfax, VA.

Staff changes were minimal and transitions were easy. I assumed the duties and responsibilities of Director of the program at the beginning of the year when Marvin Byrd was promoted to the position of Case Manager Supervisor for the National Institute of Justice test design. Earline Calhoun has been our secretary throughout the year; Mary Murray, Counselor-in-Training resigned and was replaced in June by Margaret Garove, who continues to handle these duties, and Chester Adams resigned as House Manager and that position is now held by Joseph Graham (who was a former night counselor). Our program counselor, Irving Bowen, was transferred to Brooke House in November, and Noel Reaves, Brooke House Counselor at the time, was transferred to 577 House.

CLIENT PROFILE

The typical client at 577 House in 1981 was a black male who was 24 years of age. This client was a pre-release resident, single and had a high school education. He was not skilled and had a history of substance abuse.

Respectfully submitted,

*LaVerne Saunders*  
LaVerne Saunders, Director  
577 House

PROGRAM: 577 HOUSE  
TIME PERIOD: 1981

MAN DAYS: 6535  
# RELEASED: 70  
# COMPLETE: 41  
# INCOMPLETE: 22  
# NEUTRAL: 7

AVERAGE POPULATION: 18

ANNUAL GOAL: 80%  
PERFORMANCE: 65%  
DISCREPANCY: -15%

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
<b>CLIENT FLOW</b>				
(1) # Federal Residents:	DNA	DNA	DNA	DNA
# Complete:	---			
# Incomplete:	---			
# Neutral:	---			
(2) # State Pre-Release:	80%	68%	-12%	68%
# Complete:	<u>48</u>			
# Incomplete:	<u>30</u>			
# Neutral:	<u>14</u>			
	<u>4</u>			
(3) # State Post-Release:	75%	0%	-75%	DNA
# Complete:	<u>1</u>			
# Incomplete:	<u>--</u>			
# Neutral:	<u>1</u>			
	<u>--</u>			
(4) # Deer Island/METAC:	80%	61%	-19%	83%
# Complete:	<u>19</u>			
# Incomplete:	<u>11</u>			
# Neutral:	<u>7</u>			
	<u>1</u>			
(5) # Others:	DNA	DNA	DNA	DNA
# Complete:	---			
# Incomplete:	---			
# Neutral:	---			
<b>RELEASES/COMPLETE</b>				
<u>Vocational Status</u>				
Total #:	<u>39</u>	95%	98%	+3%
(1) # Employed:	<u>38</u>			
(2) # In School:	<u>5</u>			
(3) # In Training:	<u>2</u>			
(4) # Upgrading Skill:	<u>6</u>	60%	16%	-44%
(5) # Earning minimum of \$4.00/hour:	<u>19</u>	85%	50%	-35%

**CONTINUED**

**1 OF 2**

PROGRAM: 577 House  
 TIME PERIOD: 1981

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
<u>Financial Management Status</u>				
(1) # Engaged in positive credit building: <u>9</u>	75%	22%	-53%	50%
(2) Avg. Savings (Fed.): <u>---</u>	DNA	---	---	---
(3) Avg. Savings (others): <u>---</u>	\$400	\$443	+\$43	\$350
<u>Sources of Community Support</u>				
(1) # participating in out-residency: <u>---</u>	DNA	---	---	---
(2) # eligible: <u>40</u>	DNA	---	---	---
(3) # relocated to new community: <u>13</u>	60%	33%	-27%	---
(4) # volunteer work: <u>29</u>	65%	73%	+8%	---
(5) # new group activity: <u>18</u>	75%	45%	-30%	---
<u>RELEASES/INCOMPLETE</u>				
(1) # Incomplete: <u>22</u>				
(2) # vocational placement: <u>18</u>		82%		
# employed: <u>16</u>		73%		
# in school: <u>---</u>				
# in vocational training: <u>---</u>				
# in MRC status 10 or beyond: <u>2</u>		9%		
# no placement: <u>6</u>		27%		
(3) Avg. amount saved:		\$111		\$48
(4) Avg. length of stay:		62 days		68 days

RESIDENT PROFILE 577 HOUSE

Statistical Analysis 1981

Number in residence as of Jan. 1, 1981 19  
 Total intake during 1981 64\*  
 Total releases during 1981 63\*  
 Number in residence on Dec. 31, 1981 20

Total resident man days for 1981 6535

Ethnic Distribution  
(N=63)

Caucasian: 41%  
 Black: 49%  
 Spanish: 10%  
 Other: 0%

Education Level  
(N=63)

Range: 5 to 15 grade  
 Mean: 12  
 Median: 10.5  
 Mode: 12

Employment Skill Level  
(N=63)

Skilled: 20%  
 Semi-Skilled: 29%  
 Unskilled: 51%

Substance Abuse Problems  
(N=63)

Drugs: 35%  
 Alcohol: 19%  
 Both: 13%  
 None: 33%

Age Distribution  
(N=63)

Range: 20 to 45 years  
 Mean: 27  
 Median: 31.5  
 Mode: 24 - 21

Marital Status  
(N=63)

Single: 70%  
 Married: 21%  
 Divorced: 4.5%  
 Separated: 4.5%

Resident Status  
(N=63)

State Pre-Release: 70%  
 State Post-Release: 1%  
 Deer Island: 29%

\* These figures do not include neutral releases.

# 699 HOUSE

## GOALS AND OBJECTIVES

699 House was opened in 1975 and is a twenty-bed, three-month residential halfway house for adult male ex-offenders. The program is structured to assist the resident during the transition from incarceration to successful reintegration into the community.

The program represents a unique joint venture between the Massachusetts Parole Board and the Massachusetts Department of Correction (DOC). Residents normally are received by 699 House as pre-releasees, with parole being granted midway through the three-month program, if their mutually agreed upon contract goals, involving all the essentials of program requirements, are met.

Through the use of Mutual Agreement Programming (MAP) and *Reality Therapy*, residents are encouraged to take full responsibility for their decisions, and to assume responsibility for their actions. The major goals of the program include completion of the program in approximately three months, with employment or vocational training, a savings account, a suitable place to live, and, through the use of volunteer work and a group activity, perhaps a sense of commitment to the larger community.

## 1981 HIGHLIGHTS

1981 was a year of change at 699 House presenting staff with many challenges, significant opportunities, and tests of their strengths and resourcefulness.

Beginning with the serious fire at Coolidge House, eight of the Coolidge House residents were transferred to 699 House. The residents and staff handled the transition very well, and all took the change in stride. This abrupt influx of new residents was not without difficulties, but 699 House residents and staff were able to help the Coolidge House residents settle into our program satisfactorily.

Our staff strengths and resourcefulness was tested as a result of our having a substantial increase of residents entering the program during the second half of the year. This increase was the result of MHHI's attempt to help alleviate the serious prison over-crowding in the state correctional institutions.

### COUNSELING OPERATIONS

The counseling program format for 699 House follows that of the other MHHI programs. Our staff attempt to provide referrals, resources and assistance to our clients in their attempt to complete our program, and achieve successful reintegration into the community. 699 House residents used the facilities provided at many local and state agencies.

Employment counseling, assessment and referrals were sought through the Boston Employment Resource Center, as well as other local business contacts. Many of our residents in need of specialized therapy or counseling, found help through First Step, Inc., SPAN, local medical, alcohol and drug clinics, the Cambridgeport Problem Center and many others. Financial areas of concentration, such as credit building and savings, were begun by introducing our residents to the benefits of the MHHI Federal Credit Union.

Volunteer services provided by our residents included: reading for the blind, offering services to local religious organizations (to help with group functions), assisting political groups with mass-mailing efforts, taking part in neighborhood activities, and helping with coaching duties for youth sports events at the YMCA or Boys' Club.

The 699 House Policy Advisory Committee, unique to our program due to the dual contracting agencies, plays an important part in the success of our program. This group meets regularly throughout the year to review the client referrals, the services being offered and used, etc. The Policy Advisory Committee is composed of Philip Brown (DOC representative), Michael O'Connor (Parole Board representative), Peter Flynn (MHHI Director of Operations), and the 699 House Director, Darrel Cole. Eric Lifton assumed the duties of Director upon Darrel's resignation in December. This group, and their ongoing discussions resulted in the increased referrals mentioned above.

### HOUSE MANAGEMENT

Progress was made in upgrading the facility and making the residents' rooms the lounge and other house area more comfortable. A new refrigerator was purchased for the dining room, the dining room floor was retiled, and a new ceiling was installed in the basement hallway. Several resident rooms lack sufficient closet space, so steel lockers were purchased to supplement this need.

New furniture and carpeting improved the second floor lounge, which is used frequently by the residents. All of these improvements, and continuing maintenance of the building have been accomplished through the efforts of staff and residents.

The 699 House shares a House Committee with our neighbor, 577 House. The members of the committee rotate meeting at one facility or the other each month and review issues pertinent to both programs. These people, who have given unselfishly of their time and energy, are: Mary Sargent, Father Cyril Conroy, Charles Hinton, Howard Elliot and Gerald Gaffney. Through the changes experienced at our program, particularly in staff turnover, our House Committee has been very supportive and we express our appreciation to them.

### STAFF

Staff changes during the year were many, and recruiting and training of new staff was a frequent obligation. Ten employees were hired or resigned from 699 House in 1981. At the end of the year, however, all staff positions were filled and our night counseling staff was sufficient.

Darrel Cole, a long-time employee of MHHI programs, resigned as Director of 699 House to pursue other career options, and Eric Lifton was named Director. Eric had previously been the Administrator of the BOSP program which was consolidated into the Boston Employment Resource Center, although Eric still maintains some responsibility for the services provided by BOSP.

David Stanford, Counselor-in-Training, was promoted and transferred to Coolidge House early in the year, and his replacement, Joseph Gray subsequently resigned and was replaced by Jennifer Heinen, who has also subsequently resigned this position.

Alonzo Cunningham was our House Manager until the fall; he was replaced by Timothy Cureton, who has resigned.

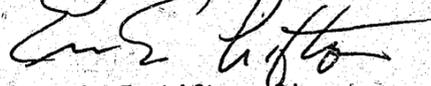
Margaret Chappel, Counselor at our program for several years, resigned to return to the South and pursue other career alternatives. Lynn Murphy, Brooke House counselor, has been transferred to 699 House.

Andrea Bardon and Lynia Braxton both held the secretarial position at 699 House, and both resigned in 1981.

In the midst of these transitions, staff participated in several training activities and special events. Among them: Darrel Cole attended the National Training Institute held in Philadelphia, PA, and also participated in a seminar at the Third Nail, Inc. To help inform the public about 699 House's role in the community, Darrel recorded an interview for radio station WILD, and as a result a number of night counselors were recruited.

Alonzo Cunningham attended a fire safety training program sponsored by the Department of Correction, held at MCI Shirley. Dave Stanford took a course through the Adult Education Program in assertiveness training, and other staff members participated in first aid training as part of the requirements of employment.

Respectfully submitted,



Eric E. Lifton, Director  
699 House

PROGRAM: 699 HOUSE  
TIME PERIOD: 1981

MAN DAYS: 6926

AVERAGE POPULATION: 19

# RELEASED: 88  
# COMPLETE: 46  
# INCOMPLETE: 32  
# NEUTRAL: 10

ANNUAL GOAL: 78%  
PERFORMANCE: 59%  
DISCREPANCY: -19%

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
<b>CLIENT FLOW</b>				
(1) # Federal Residents:	DNA			
# Complete:	---			
# Incomplete:	---			
# Neutral:	---			
(2) # State Pre-Release:	53	80%	63%	-17%
# Complete:	30			70%
# Incomplete:	18			
# Neutral:	5			
(3) # State Post-Release:	34	75%	53%	-22%
# Complete:	16			100%
# Incomplete:	14			
# Neutral:	4			
(4) # Deer Island/METAC:	DNA			
# Complete:	---			
# Incomplete:	---			
# Neutral:	---			
(5) # Others:	DNA			
# Complete:	---			
# Incomplete:	---			
# Neutral:	---			
<b>RELEASES/COMPLETE</b>				
<u>Vocational Status</u>				
Total #:	44	95%	96%	+1%
(1) # Employed:	42			
(2) # In School:	1			
(3) # In Training:	1			
(4) # Upgrading Skill:	15	60%	33%	-27%
(5) # Earning minimum of \$4.00/hour:	34	85%	77%	-8%

PROGRAM: 699 House  
 TIME PERIOD: 1981

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR	
<u>Financial Management Status</u>					
(1) # Engaged in positive credit building:	16	75%	35%	-40%	53%
(2) Avg. Savings (Fed.):	---	\$400	\$483	+\$83	\$403
(3) Avg. Savings (others):	---				
<u>Sources of Community Support</u>					
(1) # participating in out-residency:	7	80%	37%	-43%	77%
(2) # eligible:	19				
(3) # relocated to new community:	32	60%	70%	+10%	66%
(4) # volunteer work:	32	65%	70%	+5%	62%
(5) # new group activity:	9	75%	20%	-55%	64%
<u>RELEASES/INCOMPLETE</u>					
(1) # Incomplete:	32				
(2) # vocational placement:	19		59%		
# employed:	14		44%		30%
# in school:	1		3%		
# in vocational training:	2		6%		
# in MRC status 10 or beyond:	4		13%		
# no placement:	15		47%		
(3) Avg. amount saved:		\$45		\$70.50	
(4) Avg. length of stay:		63 days		54 days	

RESIDENT PROFILE - 699 HOUSE

Statistical Analysis 1981

Number in residence as of January 1, 1981 17  
 Total intake during 1981 89  
 Total releases during 1981 88  
 Number in residence on December 31, 1981 18  
 Total resident man days for 1981 6926

Ethnic Distribution  
(N= 88)

Caucasian: 54%  
 Black: 31%  
 Spanish: 11%  
 Other: 4%

Age Distribution  
(N= 88)

Range: 19 to 50 years  
 Mean: 27  
 Median: 25  
 Mode: 25

Education Level  
(N= 88)

Range: 6 to 16 grade  
 Mean: 11  
 Median: 12  
 Mode: 12

Marital Status  
(N= 88)

Single: 70%  
 Married: 8%  
 Divorced: 20%  
 Separated: 2%

Employment Skill Level  
(N= 88)

Skilled: 31%  
 Semi-Skilled: 26%  
 Unskilled: 43%

Resident Status  
(N= 88)

State Pre-Release: 85%  
 State Post-Release: 15%  
 Federal: -  
 County: -  
 Other: -

Substance Abuse Problems  
(N= 88)

Drugs: 16%  
 Alcohol: 22%  
 Both: 18%  
 None: 44%

# JMA

## GOALS AND OBJECTIVES

Joseph M. Ambrose House (JMA), which began in 1977, is a six-month community-based program for ten youthful offenders referred by the Massachusetts Department of Youth Services' Director of Secure Treatment, as well as Department of Youth Services' Regional Directors. 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 months in-residency, and finishes with three months out-residency. During these periods, JMA staff provide counseling services based on *Reality Therapy*, Mutual Agreement Programming (MAP) to support and sustain the residents' sense of responsibility, and assist 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 for their release to the community.

## 1981 HIGHLIGHTS

JMA has continued to develop as an exemplary program serving DYS-committed youth from all over the Commonwealth. During 1981 the JMA model was included as part of the Department of Youth Services' proposal to the Office for Juvenile Justice Delinquency Prevention as an after-care residential component for the violent juvenile offender study to take place at several sites nationwide. DYS was awarded the grant, and is now implementing the program. During the selection process, JMA was visited by members of the National Council on Crime and Delinquency, which is the agency coordinating the violent offender grants.

The Department of Youth Services implemented a new program evaluation system in 1981, and I was appointed to an evaluation team responsible for visiting an existing, non-profit youthful offender program and completing a program evaluation. The team consisted of both DYS personnel and private sector professionals. This new approach to evaluating DYS-funded programs was developed due to the Commonwealth's hiring freeze during the past two years. It is imperative that DYS monitor and evaluate programs, and this system insured the continuation of this mandate. As part of an evaluation team, I visited and assisted in the evaluation of the Hillside Dare Family Services.

Marie-Francoise Olliver, a Juvenile Probation Officer from France, spent the month of November working at JMA. This placement was part of a two-year training program for which Marie-Francoise is responsible in conjunction with her job. While at JMA, she visited other human service, juvenile justice and correctional agencies and facilities in Massachusetts. Ms. Olliver's main interest was in the deinstitutionalization process, and followed her stay in Boston with a visit to Washington, D.C. where she met with people and agencies involved in the process nationally. While at JMA, Marie-Francoise treated the residents to a true French dinner.

#### COUNSELING OPERATIONS

Resource development was a main emphasis in 1981. JMA developed and maintained reliable relationships with a variety of resources, including a new employment source--the Minority Business Association (MBA). The MBA is a non-profit organization which compiles listings of local businesses and creates a communication system to enhance business endeavors, and MBA also is an excellent source for job placements and resident volunteer placements.

Since there is a lack of substance abuse programs specifically geared toward youth in the Boston area, we have found Harbor Lights to be a valuable resource for JMA residents. Mr. Robert Underhill, a Harbor Lights counselor, has donated his time to evaluate JMA residents and conduct one-to-one counseling sessions as well. Mr. Underhill has also participated in JMA's mandatory Program Related Activity Time (PRAT) by showing a Salvation Army substance abuse film to our residents, as well as conducting mock Alcoholics Anonymous groups.

Project REVAMP is a program sponsored and run by the inmates at Massachusetts Correctional Institution at Norfolk. The program consists of a tour of the prison by the specially trained inmate-counselors who share their situations (and what caused them to be in prison) with the youthful offenders on tour. Our residents found this experience to be very rewarding--not only the tour of the prison, but also having an opportunity to discuss their problems with inmates in an institution.

Another emphasis of our counseling program in 1981 was enrolling our residents as quickly as possible into a fully-structured program. The goal has been to have each resident into full-time employment, school or both before the end of their two-week needs assessment is completed. Resident involvement in their treatment plan now begins on "day one". This has proven to be an effective procedure gaining commitment and investment from new residents.

Another technique being used in counseling operations is supervised job searches. Since implementing this process, JMA counselors find out what a resident's needs may be for acquiring employment, and what skills they may be lacking, including academic deficiencies. Using the MAP contract has made this technique more accountable for insuring the resident is referred for remedial skills training or education.

As with the adult residential programs, JMA residents are required to be involved in program-related activities, new group activities and to perform community service volunteer work. JMA residents became involved in the program at Harbor Lights, toured MCI Norfolk and were involved in the Project REVAMP and became involved in many community projects. One project, which we have been involved in for two years now, is the community gardens. A large area of land was cleared several years ago and offered to the neighbors around Dwight Street to use as gardens. JMA has planted a garden for two years, and has enjoyed fresh vegetables as the fruits of their labor.

#### HOUSE MANAGEMENT

Many renovations were done at JMA including: a platform deck was built onto the building, off the kitchen and over the back yard. The deck has been a proven enhancement and is well utilized by the residents in good weather. Office space at JMA received a needed "face lift" by the purchase of new desks and chairs. Major renovations were made to the lounge by removing the wall to add more space. This not only created more room, but allowed the night counselors to have better supervision of the residents. One of the bathrooms in the house was completely reconstructed with a new plumbing system. Winterization was a major undertaking also. The front doors were planed and rehung to eliminate drafts; plastic was installed on all windows; and other draft-reducing and heat-retaining repairs were made throughout the house.

The JMA House Committee was very active this year. Attendance increased substantially with all members, which has become a great asset to the daily operation of the facility. The content of discussion from staff, as well as House Committee members, has helped the program very much. Most of the members attended our holiday celebrations, and this was appreciated by the staff and residents. The support and availability of the JMA House Committee is an asset to our program's continued success and we recognize the members of the 1981 House Committee and thank them for their time and energy: Jon Peck, Brad Brown, Thaddene Johnson, General Ambrose, Mary Sargent, Anthony Sasso, William Janey, Charles Hinton and Robert Underhill.

#### STAFF

Barbara Johnson, JMA House Manager at the beginning of the year, was promoted to Case Manager for the NIJ Project at BERG, and was replaced by Benita Rodrigues. Ms. Rodrigues resigned to pursue her education full-time, and was replaced by Nathaniel Craigmiles, who was House Manager at the end of the year.

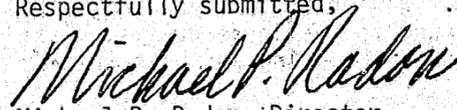
The Counselor's position was held by Ronald Carrothers and Joseph Philbin during 1981; both resigned and Thomas Boydell currently assumes the counseling responsibilities for JMA.

The Community Worker/Resource Developer position began with Nassarin Farhoo, whose position was temporary pending the return of Chester Rodrigues. Chester was on temporary transfer to the Probation Residential Program. Chester returned to JMA in the spring, but later resigned after marrying and relocating. The position was filled by James McLean, who has resigned, and the position is open at this time.

#### CLIENT PROFILE

A white, 17 year old regional referral, is typical as a JMA resident. This youth had at least an eighth grade level education; was unskilled. This resident was also single and had no history of substance abuse.

Respectfully submitted,



Michael P. Radon, Director  
Joseph M. Ambrose House

#### FINAL PROGRESS REPORT: Don Rose/JMA

Don Rose entered JMA in July. He was committed to the Department of Youth Services for charges of Arson; he was accepted to a regional secure treatment facility. Don successfully completed his program and upon entry to JMA had a petition through the court for possible continuation of custody with the Department of Youth Services. (In September the matter was taken under advisement by the judge, and as yet a decision has not been rendered.)

TREATMENT: Don and his counselor had agreed to the following goals for a sound treatment plan for in-residency, and his Mutual Agreement Programming contract contained the following:

- to obtain full-time employment and switch to part-time employment at the time of entrance into school
- to enter school in early September 1981
- to save \$350 by the end of his in-residency
- to donate 12 hours of volunteer work to the community
- to go on overnight passes after two months, making contact with family on a weekly basis
- to continue in therapy through the Massachusetts Mental Health Hospital.

Also, Don and his counselor had agreed on the following goals for his out-residency period:

- to visit JMA twice a week
- to make daily telephone calls to JMA
- to submit urine samples weekly for testing
- to continue therapy
- to continue school
- to continue working part-time
- to have weekly contact with caseworker from DYS
- to observe a curfew of 11:00 p.m. Sunday through Thursday
- to observe a curfew of midnight Friday and Saturday.

PROGRESS: By October, Don had fulfilled all the goals of his in-residency contract, and was placed on out-residency status. During the subsequent months, Don fulfilled each of the goals of this part of his contract. His school reports indicated that his attendance was perfect; his academic performance was good to excellent. His employer also found Don to be one of the best workers. Furthermore, Don lived responsibly at home and remained free of substance abuse. Don, as a result, successfully completed his out-residency and was terminated from the JMA program. Upon completion, Don expected to continue his schooling and part-time employment, with the long-range goal of entering college.

PROGRAM: Joseph M. Ambrose House  
 TIME PERIOD: 1981

MAN DAYS: 3042  
 # RELEASED: 36  
 # COMPLETE: 14  
 # INCOMPLETE: 12  
 # NEUTRAL: 10

AVG. POPULATION: 8

ANNUAL GOAL: 55%  
 PERFORMANCE: 54%  
 DISCREPANCY: -1%

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR	
<b>CLIENT FLOW</b>					
(1) # Secure Treatment:	6	55%	83%	+28%	0%
# Complete:	5				
# Incomplete:	1				
# Neutral:	--				
(2) # Regional Referrals:	22	55%	45%	-10%	50%
# Complete:	9				
# Incomplete:	11				
# Neutral:	2				
<b>RELEASES/COMPLETE</b>					
<u>Program Related Activity Time</u>					
(1) # building new peer groups (participated in new group for five consecutive weeks for two hours/week):	14	90%	100%	+10%	100%
(2) # individual improvement (participated in individual activity for 5 weeks for two hours/week):	14	75%	100%	+25%	100%
<u>Vocational Status</u>					
Total #:	14	95%	100%	+5%	100%
(1) # Employed:	12	40%	86%	+46%	100%
(2) # In School:	6	40%	43%	+3%	17%
(3) # In Training:	3	40%	21%	-19%	0%
(4) # In process of job skill upgrade:	2	60%	15%	-45%	0%
(5) # on MRC status 10 or funded training:	6	40%	43%	+3%	0%
(6) # earning minimum of \$4.00/hour:	12	80%	85%	+6%	100%

PROGRAM: Joseph M. Ambrose House  
 TIME PERIOD: 1981

SERVICE CATEGORY	GOAL	PERFOR- MANCE	DISCRE- PANCY	PRIOR YEAR
<u>Financial Management Status</u>				
(1) Avg. amount saved:	\$350	\$238	-\$112	\$208
<u>Sources of Community Support</u>				
(1) Out Residency				
eligible:	14	95%	86%	-9%
actual:	12			100%
(2) # volunteer work:	8	65%	57%	-8%
<u>RELEASES/INCOMPLETE</u>				
<u>Vocational Status</u>				
(1) # Employed:	5	42%		10%
(2) # In School:	--			
(3) # In Training:	--			
(4) # In Skill Upgrade:	--			
(5) # MRC status 10 or funded training:	--			
(6) # earning Minimum of \$4.00/hr.:	3			
(7) # no placement:	7			
<u>Financial Management Status</u>				
(1) Avg. amount saved:		\$8		\$0
<u>Average Length of Stay</u>				
(1) # days		81 days		143 days

Joseph M. Ambrose House

RESIDENT PROFILE

1981

Statistical Analysis

Number in residence on January 1, 1981: 10  
 Total intake during 1981: 36  
 Total releases during 1981: 36  
 Number in residence on December 31, 1981: 10

Total resident man days for 1981: 3,042

Ethnic Distribution

(N= 36)

Caucasian: 55%  
 Black: 37%  
 Spanish: 8%  
 Other: 0%

Age Distribution

(N= 36)

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

Education Level

(N= 36)

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

Marital Status

(N= 36)

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

Employment Skill Level

(N= 36)

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

Resident Status

(N= 36)

Secure Treatment: 16%  
 Regional Residents: 84%

Substance Abuse Problems

(N= 36)

Drugs: 0%  
 Alcohol: 0%  
 Both: 33%  
 None: 67%

PROBATION RESIDENTIAL PROGRAM

Resident Profile  
1981

Statistical Analysis

Number in residence on January 1, 1981	6
Total intake during 1981	11
Total releases during 1981	17 *
Number in residence on July 1, 1981	0

\*Emergencies and neutral releases not counted in statistical analysis

Total resident mandays for 1981 948

Ethnic Distribution %	
(N=11)	
Caucasian:	64%
Black:	36%
Spanish:	0%
Other:	0%

Age Distribution	
(N=11)	
Range:	17 to 32
Mean:	23
Median:	20
Mode:	20

Education Level	
(N=11)	
Range:	7 to 12
Mean:	10
Median:	11
Mode:	11

Marital Status %	
(N=11)	
Single:	73%
Married:	18%
Divorced:	0%
Separated:	9%

Employment Skill Level %	
(N=11)	
Skilled:	0%
Semi-skilled:	0%
Unskilled:	100%

Resident Status %	
(N=11)	
Dorchester District Court:	73%
Roxbury District Court:	9%
Boston Municipal Court:	9%
Brookline Municipal Court:	9%

Sex %	
(N=11)	
Male:	82%
Female:	18%

Substance Abuse %	
(N=11)	
Drugs:	10%
Alcohol:	45%
Both:	0%
None:	45%

# BERC

## GOALS AND OBJECTIVES

The Boston Employment Resource Center (BERC) is managed and operated by Massachusetts Half-Way Houses, Inc. as part of the statewide Comprehensive Offender Employment Resource System (COERS). BERC, which completed its second full year of operation in 1981, currently receives funds from the Massachusetts Department of Manpower Development, the City of Boston's Employment and Economic Policy Administration and the National Institute of Justice. Additional resources are provided by the Massachusetts Department of Correction, the Massachusetts Rehabilitation Commission and the Division of Employment Security, in accordance with the Interagency Agreement establishing COERS.

BERC represents a unique approach to the delivery of employment and training services to the ex-offender population residing in or returning to Greater Boston. Through the coordination of existing public and private manpower and criminal justice resources, BERC seeks to minimize duplication of costly services while providing a comprehensive array of job-related resources to ex-offenders.

In 1981, BERC established the following objectives:

- to provide intake services to 1000 ex-offenders, including 100 female offenders;
- to provide vocational assessment services for 600 clients;
- to place 480 clients into unsubsidized employment;
- to place 210 clients into subsidized skill training, work experience, basic education or on-the-job training programs;
- to provide emergency support services for 250 clients; and
- to provide follow-up services for 75% of those clients placed into programs or jobs.

In addition, BERC maintains ongoing programs for staff development, interagency collaboration and expansion of private sector employment opportunities for the ex-offender population of Boston.

## SERVICES PROVIDED

BERC provides a wide array of employment-related services for male and female offender populations, both adult and juvenile. Some of our services are restricted to CETA-eligible clients residing in Boston, but significant progress has been made to expand our resources to all our clients, regardless of residency. The primary services offered by BERC include:

INTAKE: to determine eligibility for specific CETA services; to orient a client to all available employment and training services; to develop a viable employability plan based on client assets and program resources.

### ASSESSMENT SERVICES:

Vocational Evaluation: to determine individual skills and abilities as a prelude to referral for skill training or employment opportunities; to assist in screening appropriate skill training applicants by measuring vocational abilities and educational levels.

Pre-Employment Workshops: to introduce clients to the world of work while developing self-confidence and job search skills, including dealing with potential barriers to ex-offender employment.

JOB DEVELOPMENT: to assist clients in obtaining private sector employment commensurate with their skills, abilities, and career goals.

PROGRAM DEVELOPMENT: to assist clients seeking skill training or educational opportunities, including on-the-job training. (This includes MRC resources and CETA skill training.)

SUPPORT SERVICES: to assist clients needing specialized support prior to obtaining employment. These services may include emergency financial assistance, housing referrals, purchase of services and referrals to community-based social service agencies.

FOLLOW-UP: to provide ongoing support to clients placed in jobs or programs, and assistance to private employers who hire BERC clients.

## PROGRAM ACTIVITIES

During 1981, BERC provided a high level of services to offender and ex-offender populations. The achievements within each major BERC service-delivery component follows.

INTAKE: BERC exceeded its planned intake of new clients. A total of 1310 new clients (21% above goal) were enrolled in the system in 1981. Clients referred for intake services reflected the total spectrum of public and private agencies working with offender clients. Clients referred from state correctional institutions represented about 50% of total intake, a significant increase over our first operating year. Much of this increase can be attributed to better communication and coordination between program staff and COERS participating agencies, Institutional Parole Officers, and social workers.

### ASSESSMENT SERVICES:

Vocational Evaluation: With the marked decrease in skill training opportunities brought about by federal budget reductions, utilization of our Singer Graflex Vocational Assessment system was significantly curtailed. Instead, staff worked toward strengthening the pre-employment assessment component by including academic evaluation activities as part of the vocational evaluation process.

Pre-Employment Training Workshop: The achievements and programmatic impact of the pre-employment workshops were remarkable. A total of 833 clients completed the two-day program which focuses on self-evaluation, asset identification and job seeking skill development. The pre-employment training unit produced a client completion rate exceeding 90%, and surpassed planned performance by more than 50%.

JOB DEVELOPMENT: BERC's job placement unit showed steady improvement during the year. A total of 629 clients (including 91 self-placements) were placed in private sector, unsubsidized employment, at an average wage of \$4.18 per hour. The placement performance exceeded our goal by 28%. More importantly, the ratio of placements to intake improved during the year by almost 18%. It is apparent that the increased focus on pre-employment training, together with increased client monitoring, and stable staffing in our job unit, have contributed to this placement success.

#### NATIONAL INSTITUTE OF JUSTICE TEST DESIGN

In January 1981, BEREC began to provide services under a two-year grant from the National Institute of Justice as one of three offender employment service programs nationwide to test the impact of post-placement follow-up services on recently released property offenders. The test design calls for the provision of increased follow-up services for 300 clients to be compared to the regular BEREC services provided to a control group of clients. To comply with the test design, BEREC developed a case management model for providing personalized advocacy, monitoring and follow-up services for the group of 300 "experimental" clients. In addition, BEREC integrated the Boston Offender Services Project (BOSP) support services as part of its follow-up services to these participants.

While our data have not yet been subjected to the planned independent NIJ evaluation, initial results show our "experimental" clients, those receiving additional case management services, have a much better success rate in all phases of BEREC operational activity. Specifically, NIJ clients complete the pre-employment training program, find jobs, and remain in their jobs at a rate statistically higher than the control group.

The NIJ services will continue through October 1982, and the evaluation of the test design will continue beyond that date and be conducted by an independent organization, the Lazar Institute of Washington, D.C.

#### OTHER PROGRAM HIGHLIGHTS

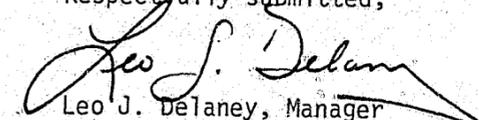
Overall we are gratified by the progress made in 1981. Although our success was tempered by the impact of recent budget cuts, and the prospect of additional funding reductions, the quality and consistency of manpower and support services provided by BEREC remained excellent. In addition to the operational activities listed above, BEREC also provided programwide staff training and professional development. Several staff participated in various community-based training programs, as well as major events sponsored by the American Correctional Association and the International Halfway House Association.

The program's local advisory committee remained active and regularly met during the year to review program progress and to encourage interagency cooperation. The membership was expanded this year to include representation of the Boston Private Industry Council.

BEREC actively participated in the first annual Culinary Arts Conference held at the Northeast Correctional Center (NCC) which was co-sponsored by the Massachusetts Department of Correction and COERS. The event highlighted NCC's culinary arts training program which operates in conjunction

with the Minuteman Vocational Technical High School's culinary arts program. The institution and the school are both located in the Concord area. BEREC staff was instrumental in obtaining private sector support for the conference. Attending were representatives of the Boston Private Industry Council, the Hyatt Regency Hotel, the Copley Plaza Hotel and the Colonnade Hotel (all located in Boston), as well as several other hotel and food service representatives.

Respectfully submitted,

  
Leo J. Delaney, Manager  
Boston Employment Resource Center

CASE STUDY: John Jones/BERC-NIJ Program

I. CLIENT PROFILE

John Jones is a 24 year old, white male, with a high school education. His employment history consists of one job as a general laborer for a construction firm where he worked for seven months before being laid off. He also has a history of income-producing crimes. Of his current sentence, John Jones has served 12 months, and recently was transferred to a Boston area pre-release facility. His parole eligibility date is set for spring. Upon arriving at the pre-release facility, John's counselor made a recommendation to have him referred to BERC for employment services.

II. CASE STUDY

In January the pre-release liaison called BERC to schedule an intake appointment for John Jones. The appointment was set, and the liaison was instructed to complete the referral form and have Mr. Jones bring it with him to the intake interview. Upon arriving, Mr. Jones' referral form was reviewed and it was determined that he was eligible for the NIJ program. He was also found to be suitable for the experimental group, and upon completion of the intake interviewing process, John was assigned to the NIJ Case Management Unit. The Case Management Unit Supervisor met with Mr. Jones and oriented him to the services of BERC and NIJ/Case Management Unit. Mr. Jones then met with the Case Manager who helped him complete the NIJ data forms and the initial needs assessment process.

The assessment identified several immediate support service needs. Mr. Jones needed clothing and transportation assistance, and both a short-range and a long-range employment goal. The client wanted to secure employment as a carpenter or roofer, as soon as possible. Also, he wanted to explore training in blue print and schematic reading. Once immediate and long-range goals were established, Mr. Jones worked out the following plan with his Case Manager:

John would attend pre-employment training (PET) for two days; upon completion of PET, he would be referred to support services to review his need for clothing and then be assigned to the Job Development Unit. He would fill out a Basic Education Opportunity Grant application for vocational training tuition, and arrange an appointment with the Massachusetts Rehabilitation Commission (MRC) for additional support in vocational training. Mr. Jones would also work closely with his Case Manager to identify schools which would best suit his needs.

Mr. Jones attended and completed the PET program after which he met with the Support Services Unit and received a check to purchase necessary clothing. Later, Mr. Jones met with his Job Developer at BERC, and continued to meet with him on a regular basis. Within a week of this process, Mr. Jones was hired by a construction company as a carpenter at a starting salary of \$5 per hour. Mr. Jones received additional support service funds for transportation and lunch during the first week of employment.

During a meeting with his Case Manager several months later, Mr. Jones began to express dissatisfaction with his job. The Case Manager arranged to meet with John evenings to discuss the problem, and after several meetings, two objectives were established: Mr. Jones would seek other employment, and contact his MRC counselor for additional assistance. Mr. Jones subsequently quit his job and began meeting with the Case Management and Job Development Units at BERC to find a new job. Within a few weeks, Mr. Jones was able to secure another job on his own as a carpenter, the starting salary of which was \$7 per hour.

During the six month's follow-up check, the Case Manager met with Mr. Jones' MRC counselor to determine if any progress had developed on the vocational school applications. It was learned that Mr. Jones had missed several appointments with MRC, but had finally completed the eligibility process. On the last follow-up visit, the Case Manager was informed that the Basic Education Opportunity Grant was awarded to Mr. Jones who was awaiting acceptance to the Wentworth Institute for the vocational program in which he was interested.

JANUARY 1981 - DECEMBER 1981

BOSTON EMPLOYMENT RESOURCE CENTER REFERRAL SOURCES

Referral Source	No.	%
Federal Probation/Parole	18	1.4
Department of Correction	175	13.4
Parole Department	162	12.4
Superior Court	68	5.2
District Court	323	24.6
Massachusetts Rehabilitation Commission	15	1.1
Deer Island	24	1.8
Other County Facilities	40	3.1
Mass Half-Way Houses, Inc.	252	19.2
Other Community Agencies	102	7.8
Self-Referrals	131	10.0
<b>TOTAL</b>	<b>1310</b>	<b>100.0%</b>

BOSTON EMPLOYMENT RESOURCE CENTER

1981 STATISTICAL DATA

SERVICE CATEGORY	GOAL	PERFORMANCE	DISCREPANCY	PRIOR YEAR
INTAKE	1089	1310	+20%	1639
ASSESSMENT SERVICE/PET entered: 897 completed: 833	549	897	+52%	372
PROGRAM DEVELOPMENT	171	97	-70%	332
JOB DEVELOPMENT entered: 1060 placed: 629*	489	1060	+29%	1064
*includes 91 self-placements average salary: \$4.18 *				
*does not include 3 jobs paid by salary with commission				
SUPPORT SERVICES Average cost per client: \$62.28	205	291	+42%	278
NOTE: Our contract goals have been modified throughout the year due to budget reductions. This is, therefore, a combined annual goal figure.				

January 1, 1981 - December 31, 1981

NATIONAL INSTITUTE OF JUSTICE STATISTICAL SUMMARY

# JJMT

PROGRAM GOALS AND DESCRIPTION

	<u>Control Clients</u>	<u>Experimental Clients</u>
<u>INTAKE</u>		
# In	176	202
# Referred to PET	141	145
# Waived from PET	15	36
# Referred to Vocational Assessment	12	11
# Terminated at Intake	8	10
<u>PRE-EMPLOYMENT TRAINING</u>		
# In	141	145
# Drop Outs	50	22
# No Show	3	10
# Active	6	12
# Completed	82	101
<u>JOB DEVELOPMENT AND PLACEMENT</u>		
# In	98	135
# Drop Outs	26	17
# No Show	1	5
# Active	17	18
# Placed	54	95
Average Wage	\$4.17	\$4.30
Median Wage	\$4.15	\$4.00
Range	\$3.35-\$6.25	\$3.35-\$7.00
<u>VOCATIONAL ASSESSMENT</u>		
# In	12	5
# Drop Outs	0	0
# No Show	1	1
# Active	1	0
# Completed	10	4
<u>PROGRAM DEVELOPMENT AND PLACEMENT</u>		
# In	10	10
# Drop Outs	6	0
# No Show	0	0
# Active	2	5
# Placed	2	5

The Juvenile Justice Management Training Program (JJMT) began in 1978 with a grant from the Law Enforcement Assistance Administration (LEAA) state planning agency, the Massachusetts Committee on Criminal Justice, and has received additional support from the Department of Youth Services, 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 played 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 1981 JJMT expanded programming and trained 889 participants in 18 training programs: three 5-day institutes, one 3-day institute, two 2-day workshops, and twelve 1-day workshops. JJMT also provided 186 hours of technical assistance to juvenile justice and human service programs.

MAJOR ACHIEVEMENTS

In addition to repeating its 1980 programs, JJMT significantly expanded its scope of activities by presenting three new programs: a 2-day Training for Trainers workshop, a 3-day Institute for Executive Directors, and a 1-day Office Management Training seminar. Delivery of technical assistance was increased, and the JJMT Resource Center and Library was transformed into a more useful facility. Following are detailed descriptions of these new activities followed by descriptions of the other JJMT training activities.

Training for Trainers March 26, 1981 & May 27, 1981  
Sheraton Inn, Sturbridge

In 1980 and 1981 more programs and coalitions began to undertake their own training efforts. Because JJMT is well known and respected for its training services, we have frequently been called upon to assist these groups. In our opinion, this surge of interest in training is, at least partially, the result of JJMT's

work and influence on the community of human service providers. One of the original goals of JJMT was to transfer to participants the capacity to adapt the training they receive from JJMT to the needs of their individual agencies, and to develop ongoing in-house training programs. Therefore, JJMT designed a 2-day course to increase the training skills of human service practitioners encourage practitioners to do more training, and create a larger pool of skilled practitioners who are inclined and able to train others.

Invitations to attend the program were extended to 58 people; 46 accepted the invitation; 32 participated in the first day; and 18 participated in the second day. As a condition of their involvement, participants were asked to donate 3 days of their time to some JJMT-related activity within the next 2 years in exchange for the training provided them. The program was enthusiastically received and seems to have filled a training void. The most frequent suggestion for improving the course was to run the program as a 2 or 3-day consecutive workshop. Due to the demonstrated need and the success of this first program, JJMT intends to repeat it annually. EVALUATION OF WORKSHOP: 85.2%

#### Office Management Training Seminar October 21, 1981

Federal Reserve Bank, Boston

This new program was designed, developed and presented by Donna Gagnon of JJMT and Patricia M. Sweeney of the MHHI Corporate Office. JJMT again successfully marketed a program to an audience we had not trained before: secretaries, administrative assistants, and clerical employees of human service agencies; 160 applications were received for the 60 available spaces. The program objectives were to reinforce the importance of the individuals and their positions in helping human service agencies operate effectively, to share methods to improve or coordinate the participants' work, and to focus on methods to improve or coordinate the participants' career goals. Each participant received an Office Management Skills manual developed by the presentors. EVALUATION OF WORKSHOP: 90%

#### Institute for Executive Directors December 1, 2, 3, 1981

Hotel Meridien, Boston

This was JJMT's first effort in designing and marketing training targeted specifically to executive directors, and it was a resounding success. Earlier in the year, 40 executive directors

were surveyed to determine training needs and interests. The program was designed accordingly, and 350 announcements were distributed. Participants were given the option of registering for one, two or three days. A total of 57 participated: 33 for all three days, 15 for two days, and 10 for one day. The workshop was priced at \$40 for one day, \$80 for two days, and \$100 for three days, and produced a total of \$4,810 in registration fees.

The agenda included both presentations and roundtable discussions over lunch as follow-ups to the presentations. Evaluations showed that the selection of topics was appropriate to the needs of the audience; however, in the areas of computers and financial management, it would be worthwhile to run two concurrent sessions--introductory and advanced. As response rate and evaluation scores were high, the institute for executive directors will be repeated annually as an income-producing workshop attracting a large audience. EVALUATION OF WORKSHOP: 84.5%

#### Technical Assistance Delivery

JJMT's technical assistance capabilities continued to develop and expand, and is one of its most valuable, least expensive and unique services. We received 108 requests for assistance, which translated into 186 hours of technical assistance delivered, either through paid consultants or by JJMT staff themselves through telephone conversations; identifying, copying, mailing resource material; or by referral to people in the JJMT network. Requests ranged from simple information questions to 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; space does not permit a complete listing of all 108 requests:

- assistance on personnel issues for managers and staff at an agency recently unionized
- information on human resource development and personnel policies for presentation at a nonprofit management institute

- presentation on personnel policies to a regional conference of halfway house staff
- consultant services to design and implement an improved client termination process for a residential, community-based youth program
- presentation on the legal and organizational aspects of development of personnel policies for private school staff
- consultant services to redesign the staffing structure of a residential, community-based youth program to reduce costs and increase referrals
- consultant services to evaluate the program of a foster care agency
- presentation on career development and professional survival for a New England-wide conference of human services workers
- consultant services to a consortium of police departments to train juvenile officers in more effective intervention with juveniles and in stress reduction and burn-out prevention
- consultant services to design an outdoor skill building and recreational program for 12 delinquent, emotionally disturbed, high-risk adolescents
- consultant services to design and begin to implement an emergency, short-term housing shelter
- consultant services to evaluate the first year of a student peer counseling program and to design the second year program
- information on sites for training conferences
- information on effective staff termination at programs not refunded
- information on how to establish a resource center
- information on strategies to recruit volunteers

#### Resource Center and Library

For the second year in a row, the JJMT library collection doubled in size. Its location and availability as a resource center was more widely publicized throughout the year, which resulted in extensive use by students, human services professionals, and JJMT alumni. The library was refurbished with the addition of built-in, floor-to-ceiling bookshelves and wall-to-wall carpeting. JJMT also developed an annotated bibliography of 168 books most frequently requested by human services personnel.

#### COST

JJMT effectively pursued money-saving strategies during the year while maintaining the high quality of training. Cost per person per hour of training was \$.95 per hour in 1980 and \$.52 per hour in 1981.

#### TRAINING ACTIVITIES

Following are brief descriptions of each of the trainings presented in 1981. Statistics are charted at the end of this report.

##### The Sexual Abuse of Children and Adolescents

January & February, 1981, Grace Congregational Church, Framingham  
 Chaired by Susan Getman of the JJMT Policy Advisory Committee; planned by the Sexual Abuse Training Development Committee and co-sponsored by South Middlesex Area Department of Mental Health; JJMT technical assistance from the Regional Strategy Building grant paid for presenter, Beverly Weaver to train 17 practitioners in eight 2-hour sessions.

##### Leadership, Supervision and Time Management

January 24, 1981, Camp Halifax YMCA Juvenile Justice Project, Halifax  
 Jim Hayes co-chaired with Skip Moore of Camp Halifax; Dr. Leo Dauwer presented the material to 12 shift supervisors from various DYS-funded residential programs.

##### Adolescent Development - Going Beyond Instinct

January 29, 1981, Sturbridge Sheraton Inn, Sturbridge  
 Co-chaired by Jim Hayes and Stephen Joffe of Concord-Assabet School; Albert Trieschman presented on group development, Julia Colpitts presented on individual development. EVALUATION OF WORKSHOP: 83%

Central Massachusetts Five-Day Institute

March 1-6, 1981, Sheraton Lincoln Inn, Worcester  
Co-chaired by Claudia Dengler and Jim Hayes; the tenth such institute presented by JJMT; 19 presentors covered supervision and leadership, time management, management by objectives, program evaluation, ethics and the management of human services, grantsmanship, contract negotiation, resource hustling, marketing and public relations; budgeting, use of volunteers, cost accounting and rate setting, networking and coalition building, boards of directors, personnel policies and job descriptions, private fundraising, stress and burnout, performance appraisal, participant action plans, and management paradoxes. EVALUATION OF INSTITUTE: 79%

The Juvenile Justice System in Massachusetts

March 25, 1981, Sturbridge Sheraton Inn, Sturbridge  
Chaired by Claudia Dengler; 10 presentors covered agency responsibilities, legislative issues and programs for troubled adolescents of the Departments of Youth Services, Mental Health, Social Services, Education, Massachusetts Rehabilitation Commission, courts, and probation. JJMT also developed and distributed the updated Juvenile Justice System in Massachusetts Directory. EVALUATION OF WORKSHOP: 86%

Non-Profit Human Resource Management and Labor Relations

April 7, 1981, Sheraton Yankee Drummer Inn, Auburn  
Co-chaired by Claudia Dengler and Catherine Schlater, Executive Director of the Western Massachusetts Training Consortium; 10 presentors covered the latest concepts and laws in human resource management and labor relations.

Legal Issues for Youth Workers

April 7, 1981, Framingham Union Hospital, Framingham  
Chaired by Susan Getman of JJMT Policy Advisory Committee; sponsored by Greater Framingham Youth Services Coalition; JJMT technical assistance from the Regional Strategy Building grant paid for one of the presentors and JJMT staff helped in planning.

Positive Youth Development

April 8, 1981, 4-H Conference Center, Ashland  
Chaired by Jim Hayes; the 4th workshop in the Regional Strategy Building series; several presentors covered the Norfolk County Delinquency Prevention Bureau, positive youth development concepts and program implementation strategies, and student peer counseling programs. EVALUATION OF WORKSHOP: 80%

Issues in Residential Care

May 6, 1981, Sheraton Lincoln Inn, Worcester  
Chaired by Jim Hayes; presentors Barry Nigrosh, George Vognar, John Isaacson, and Earl Stuck covered prevention and management of anger and violence; client termination process; OFC licensing, site and zoning concerns; and personnel issues. EVALUATION OF WORKSHOP: 84%

Strategies for Working With the Families of Troubled Children

May 28, 1981, Sturbridge Sheraton Inn, Sturbridge  
Chaired by Claudia Dengler; presentors Claudia Jewett and David Rockwood covered making contact and getting started with families, useful interventions, family inventory, and identifying and using family assets. EVALUATION OF WORKSHOP: 84%

Western Massachusetts Five-Day Institute

June 14-19, 1981, Foxhollow Conference Center, Lenox  
Co-chaired by Claudia Dengler and Donna Gagnon; the eleventh such institute presented by JJMT; 19 presentors covered supervision and leadership, time management, what is a nonprofit, corporate grantsmanship, negotiation strategies, decision-making and problem-solving, budgeting, boards of directors, financial management, functional job descriptions, management by objectives, marketing, grantsmanship, resource hustling, networking and coalition building, stress and burnout, performance appraisal, personnel policies, conflict resolution, program planning and evaluation, and action plans and implementation strategies. EVALUATION OF INSTITUTE: 96%

Time Management, Stress and Burnout

September 22, 1981, Lynnlee's 1550 Restaurant, Raynham  
Co-chaired by Jim Hayes and Patricia Buntin of Dare Family Services South; presentors Dr. Leo Dauwer and Norman Bossio.

Eastern Massachusetts Five-Day Institute

September 8-13, 1981, Osgood Hill Conference Center, North Andover  
Co-chaired by Claudia Dengler and Jim Hayes; the twelfth such  
institute presented by JJMT; 15 presentors covered supervision  
and leadership, time management, master management model, legal  
perspective of personnel issues, decision-making and problem-  
solving, grantsmanship, negotiation strategies, resource  
hustling, corporate and foundation fundraising, budgeting, case  
management, cost accounting and rate setting, hiring staff,  
stress and burnout, performance appraisal, conflict management  
and planning and implementing change by force field analysis.  
EVALUATION OF INSTITUTE: 86%

Physical and Sexual Abuse of Adolescents

October 6, 1981, Sheraton Lincoln Inn, Worcester  
Chaired by Jim Hayes; presentors Mary Devlin, Nancy Coleman, and  
Virginia Eagan covered family treatment and case management, legal  
considerations, and treatment of the abused adolescent. EVALUATION  
OF WORKSHOP: 82%

Providing Services to the Troubled Female Adolescent

November 5, 1981, Sturbridge, Sheraton Inn, Sturbridge  
Chaired by Jim Hayes; presentors Julia Colpitts and Carol Peacock  
covered the psychology and development of adolescent females,  
female program issues and treatment strategies. EVALUATION OF  
WORKSHOP: 88%

OTHER ACTIVITIES

JJMT revised and printed the third edition of the "Juvenile Justice  
Management Training Manual." In addition to the 130 manuals distributed  
on a no-cost basis under the terms of the grant, 71 were sold throughout  
the year.

Policy Advisory Committee meetings were held on April 28, August 11,  
October 20, and December 15, 1981. JJMT staff attended many meetings  
of human services organizations and several outside training institutes,  
and the list of training consultants was expanded.

At the 1981 5-day institutes, JJMT used the Participant Action Plan  
Approach (PAPA) for follow-up evaluation, based on a format provided

by the federal government. During the course of each institute,  
participants were asked to think about which things learned at the  
institute would be taken back to their agencies and implemented; and  
toward the end of the training, participants were asked to list three  
items on PAPA forms which they had learned at the training and  
planned to implement at their agencies, together with time predictions  
of when implementation of each item would start. JJMT conducted  
follow-up interviews two to three months later. An average of 78%  
of all items listed were implemented to some degree and 63% were  
implemented within the time predicted. PAPA provided JJMT with de-  
tailed breakdowns of items participants were most eager to try,  
their level of successful implementation, barriers most often  
encountered, and additional proof of the long-term effects of training.

STAFF

Project Coordinator, Claudia Dengler, and Assistant Coordinator,  
James Michael Hayes, continued to manage JJMT throughout 1981. Executive  
Secretary, Donna Gagnon, also served the entire year and attained  
permanent employee status. JJMT was assisted during the first quarter  
by Laurie Tcath, a student intern from Rutgers.

Respectfully submitted,

*Claudia Dengler*  
Claudia Dengler, Project Coordinator  
Juvenile Justice Management Training

JUVENILE JUSTICE MANAGEMENT TRAINING -- PARTICIPANT ANALYSIS COMPARISON

	Committed Applicants	Actual Participants	Total Per Year
Standard Five-Day & One-Day Programs: 1978	414	354	354
1979	440	385	385
1980	477	392	
Other Special Programs: 1980	+ 378	+ 309	
	855	701	701
Standard Five-Day & One-Day Programs: 1981	580	474	
Other Special Programs: 1981	+	+	
Leadership - Camp Halifax	15	12	
Adolescent Development	65	47	
Sexual Abuse Intervention TA training	17	17	
Legal Issues for Youth Workers	80	70	
Time Management, Stress Reduction, Burnout	65	59	
Office Management Skills	61	53	
Institute for Executive Directors	57	57	
Non-Profit Human Resource Management and Labor Relations	63	63	
Positive Youth Development	35	37	
	1038	889	889

Participant Characteristics:	'78	'79	'80	'81	Agency Characteristics:	'78	'79	'80	'81
<b>SEX</b>					<b>TYPE</b>				
Female	51%	54%	61%	61%	Residential	42%	34%	24%	28%
Male	49%	46%	39%	39%	Non-Residential	58%	66%	54%	36%
					Both	-	-	22%	36%
<b>RACE</b>					<b>FUNCTION</b>				
Black	9%	11%	8%	9%	Group Home	19%	21%	18%	14%
Hispanic	2%	5%	4%	3%	Secure Det./Treat.	6%	5%	7%	4%
Asian	1%	1%	1%	0%	Education/Employ.	15%	18%	9%	5%
White	87%	80%	87%	87%	Court Services	8%	11%	6%	4%
Other	1%	3%	0%	1%	Multi-Service	25%	20%	34%	57%
<b>AGE</b>					Outreach/Crisis Ctr.	19%	18%	11%	**
18-21	1%	1%	2%	1%	Intake/Assess./Ref.	6%	7%	15%	**
22-26	18%	35%	33%	26%	Counseling/Ref.	*	*	*	5%
27-35	52%	53%	45%	55%	Foster Care	*	*	*	2%
36-45	21%	17%	15%	13%	Mental Health	*	*	*	6%
46+	8%	4%	5%	5%					
<b>EXP. IN FIELD (YEARS)</b>					** = no longer measured				
0-2	16%	15%	22%	21%	* = newly measured				
3-5	38%	36%	35%	35%	<b>CLIENT SERVICE CAPACITY</b>				
6-10	37%	38%	33%	32%	0-15	16%	13%	15%	15%
11+	9%	11%	10%	12%	16-60	32%	31%	29%	24%
<b>POSITION</b>					61-150	23%	23%	20%	17%
Adm./Management	94%	84%	58%	57%	151+	29%	33%	36%	43%
Direct Client Serv.	6%	16%	42%	43%					

AVERAGE POST-TEST SCORE IMPROVEMENT = 4.5% (1978), 5.0% (1979), 5.7% (1980), 9.0% (1981)

JUVENILE JUSTICE MANAGEMENT TRAINING PROGRAM - PARTICIPANT ANALYSIS 1981

	1-DAY WORKSHOPS						5-DAY INST.			TOTAL	100%
	JJ SYSTEM 3/25/81	TRAINING/TRAINERS 3/26/81 & 5/27/81	RES. CARE 5/6/81	FAMILIES 5/28/81	SEXUAL ABUSE 10/6/81	FEMALE ADOLESCENTS 11/5/81	CENTRAL 3/1-6/81	WESTERN 6/14-19/81	EASTERN 9/8-13/81		
APPLICANTS	61	59	107	105	127	134	66	101	90	850	
COMMITTED APPLICANTS	57	46	81	82	81	87	47	52	47	580	68% (of 850)
ACTUAL PARTICIPANTS	37	34	66	57	70	73	47	46	44	474	82% (of 580)
<b>AGENCY CHARACTERISTICS:</b>											
<b>TYPE:</b>											
Residential.....	8	3	35	20	8	15	17	14	13	133	28%
Non-Residential.....	17	17	5	20	44	31	14	14	10	172	36%
Both.....	12	14	26	17	18	27	16	18	21	169	36%
PRIVATE.....	28	21	51	35	53	51	41	36	43	359	76%
PUBLIC.....	9	13	15	22	17	22	6	10	1	115	24%
<b>FUNCTION:</b>											
group home/halfway house.	1	2	15	8	8	3	9	5	14	65	14%
counseling/referral...	2	0	2	5	9	4	2	1	0	25	5%
secure det./treatment..	7	0	3	2	0	3	1	2	2	20	4%
foster care.....	0	2	0	3	0	1	1	0	1	8	2%
mental health.....	1	2	4	2	4	4	2	4	5	28	6%
education/employment..	2	3	0	1	4	3	3	4	2	22	5%
court services.....	0	2	0	3	5	3	1	2	2	18	4%
multi-service.....	24	21	36	33	38	49	27	28	17	273	57%
other.....	0	2	6	0	2	3	1	0	1	15	3%
<b>FUNDING SOURCES:</b>											
Federal.....	4	1	0	6	0	2	2	2	0	17	4%
State.....	17	12	31	22	17	30	16	26	12	183	38%
Local.....	3	0	0	3	9	4	0	0	1	20	4%
Combination.....	13	21	35	26	44	37	29	18	31	254	54%
<b>BUDGET: (in thousands)</b>											
0 - 50.....	2	1	2	4	4	4	1	2	2	22	5%
51 - 100.....	2	7	2	7	6	7	3	4	3	41	9%
101 - 200.....	3	6	20	8	18	21	13	6	10	105	22%
201 - 500.....	13	6	27	26	15	17	13	13	12	142	30%
501+.....	17	14	15	12	27	24	17	21	17	164	34%
<b>STAFF SIZE:</b>											
0 - 5.....	3	4	6	7	10	3	3	4	5	45	9%
6 - 10.....	6	7	15	7	17	6	7	1	9	75	16%
11 - 20.....	12	5	16	18	16	25	18	11	7	128	27%
21 - 50.....	11	9	15	21	9	22	6	14	10	117	25%
51+.....	5	9	14	4	18	17	13	16	13	109	23%

AGENCY CHARACTERISTICS (continued)	1-DAY WORKSHOPS						5-DAY INST.			TOTAL	100%
	JJ SYSTEM 3/25/81	TRNG/TRAINERS 3/26 & 5/27/81	RES. CARE 5/6/81	FAMILIES 5/28/81	SEXUAL ABUSE 10/6/81	FEMALE ADOLESC. 11/5/81	CENTRAL 3/1-6/81	WESTERN 6/14-19/81	EASTERN 9/8-13/81		
<b>CLIENT SERV. CAPACITY:</b>											
0 - 15.....	6	1	28	10	8	7	6	6	6	78	16%
16 - 60.....	4	4	18	22	10	14	14	15	14	115	24%
61 - 150.....	4	5	6	12	11	20	7	6	8	79	17%
151+.....	23	24	14	13	41	32	20	19	16	202	43%
<b>PARTICIPANT CHARACTERISTICS:</b>											
<b>SEX:</b>											
male.....	12	18	35	22	29	18	16	13	21	184	39%
female.....	25	16	31	35	41	55	31	33	23	290	61%
<b>ETHNIC BACKGROUND:</b>											
white.....	31	27	60	50	58	66	43	39	41	415	87%
black.....	3	4	6	6	10	2	3	7	2	43	9%
hispanic.....	2	1	0	1	2	4	1	0	1	12	3%
other minority.....	1	2	0	0	0	1	0	0	0	4	1%
<b>AGE:</b>											
18 - 21.....	1	0	1	2	0	1	1	0	0	6	1%
22 - 26.....	15	0	18	16	29	24	7	7	8	124	26%
27 - 35.....	15	27	33	27	33	35	32	32	24	258	55%
36 - 45.....	6	5	10	8	7	8	4	6	7	61	13%
46+.....	0	2	4	4	1	5	3	1	5	25	5%
<b>EXP. IN FIELD: (years)</b>											
0 - 2.....	15	1	15	14	20	17	7	9	2	100	21%
3 - 5.....	14	5	17	23	26	33	16	12	16	162	35%
6 - 10.....	6	23	22	16	18	13	16	17	22	153	32%
11.....	2	5	12	4	6	10	8	8	4	59	12%
<b>YEARS WITH AGENCY:</b>											
0 - 2.....	30	15	45	41	56	49	35	35	23	329	69%
3 - 5.....	6	11	15	11	10	18	7	7	15	100	21%
6 - 10.....	1	8	4	4	4	4	4	3	4	36	8%
11+.....	0	0	2	1	0	2	1	1	2	9	2%
<b>POSITION:</b>											
Adm./Management.....	15	33	35	21	20	19	42	43	40	268	57%
Direct Client Service	22	1	31	36	50	54	5	3	4	206	43%
<b>LEVEL:</b>											
Ex. Dir. (rep. to BOD)	1	9	0	1	1	2	5	2	2	23	5%
Pro. Mgr. (rep. to ED)	7	17	24	13	17	13	25	29	26	171	36%
Other (rep. to Pr.Mgr)	29	8	42	43	52	58	17	15	16	280	59%

GOALS AND OBJECTIVES

The On Call Team was formed by the Massachusetts Department of Youth Services (DYS) through a grant from the Law Enforcement Assistance Administration (LEAA) in June 1978. In February 1981 the operation of the Team was assumed by Massachusetts Half-Way Houses, Inc. under contract with DHS.

The Team provides three primary functions for DHS-funded programs: coverage for program staff attending training; coverage for program staff on vacation, leave-of-absence or absence due to illness; and crisis intervention, as may be necessary. Requests for coverage and scheduling of the coverage by Team members is handled by the DHS Director of Training who is located at the Criminal Justice Training Center in Southborough, MA. The Team maintains an office on the fifth floor of Coolidge House.

TEAM SERVICES/OPERATIONS

During the Team's first two and a half years, it served only boys secure detention and secure treatment programs statewide. In 1981 coverage and services have expanded to include girls secure detention and secure treatment units, as well as shelter care and residential programs funded by the Department of Youth Services.

To aid in the transition from DHS operation to MHHI management, the scheduling of the Team's coverage is conducted by the Director of Training for DHS out of the Criminal Justice Training Center in Southborough, MA. Formal, written requests are made to the Director indicating the type of coverage requested, the number of Team members needed and the dates of coverage needed. To further explain and encourage DHS-funded programs to utilize the services of the Team, a brochure was designed, printed and distributed statewide which outlined the Team's purposes and functions.

Staff and unit evaluation forms were developed and are distributed to all facilities using the Team's services. The evaluations are completed by the Team members providing the coverage and the facility utilizing the Team. These evaluations have proven to be useful in updating services, expanding coverage needs, providing technical assistance and training programs as have been indicated as needed. Examples of services provided follows:

- ongoing Arts & Crafts program has become part of the structured program at Roslindale and at JRI Taunton
- ongoing Photo Lab is coordinated by the Team at the Taunton facility (the residents take the pictures which are developed in a dark room set up at the facility)
- field trips taken during the year included:
  - YMCA Challenge I Program group toured the Coca Cola Plant in Norwood, MA
  - YMCA Challenge I Program group toured the U.S.S. Massachusetts at Battleship Cove in Fall River, MA
  - Anker House Program group toured the Basketball Hall of Fame in Springfield, MA
- a Team member, Frank DiFranco who has a teachers' certification, provides Social Studies and Basic Math instruction at DYS facilities. This has proven to be a valuable service provided by the Team as it is mandated that while being held in a secure or group care facility, the educational needs of the residents must be met.
- Team members have coordinated and supervised dart and pool tournaments at the Boston Secure Treatment Program
- Team members designed and presented a Sex Education Program at the YMCA Challenge Program

The above are examples of services provided specifically and directly by the members of the On Call Team. Another important service which the Team participates in is the Skill Builders, Inc. pre-vocational training program located in Roxbury, MA. The program is specifically designed for DYS youth presently in need of improvement or lacking marketable skills, emotional stability or self-confidence (as it may relate to vocational training or competitive employment). Youth selected to participate in the program attend three times weekly in areas from intermediate to advanced skills in auto mechanics, welding, woodworking and electrical wiring. Team members provide the transportation and other support services while the youth are enrolled in the program.

One of the Team's goals in 1981 was to recruit new programs (funded by DYS) such as shelter care, girls' units, and treatment facilities which had not previously benefitted or requested coverage by the Team. Nine new programs were in fact introduced to the Team's services: Hayden House, DARE Shelter Care, Roxbury Intake, Camp Halifax, Worcester YMCA Shelter Care, Project Check Point, Anker House Treatment facility, and the Skill Builders, Inc. program. A complete list of the facilities and programs served follows this report.

The On Call Team completed the year having prepared a needs assessment survey for all secure treatment and detention facilities, a brochure describing the capacities and priorities of the Team, confidential evaluation forms to be completed for each deployment, a tracking system of the Team's utilization (including requests, response time and utilization), and providing formal and informal mechanisms necessary to maintain a current caseworkers manual. The manual, which remains an ongoing project, describes each unit, its physical description, staffing pattern, policies and procedures, clients served, etc. Finally, the Team was responsible for developing and maintaining a network of technical assistance, resource sharing and training information among the facilities served.

By continuing the programs and policies outlined in this report, and through scheduled meetings, the On Call Team intends to continue to provide a needed and valuable service. The evaluations submitted will determine the direction of new group activities and training programs.

Respectfully submitted,

*Ronnie Davis*

Ronnie Davis, Director  
On Call Team

FACILITIES SERVED BY OCT

Judge J. Connelly Youth Center 450 Canterbury Street Roslindale, MA 02131	35 bed Secure Detention male 15-17 years of age
Westfield Detention Center 51 East Mountain Road Westfield, MA 01085	21 bed Secure Detention male 15-17 years of age
Juvenile Resource Institution Taunton State Hospital Hodges Avenue Taunton, MA 02780	22 bed Secure Detention male 13-17 years of age
Challenge Program I 591 Morton Street Boston State Hospital Mattapan, MA 02121	12 bed Minimum Security Detention male 12-17 years of age
Charlestown Overnight Arrest Unit 32 City Square Charlestown YMCA Charlestown, MA 02129	10 bed Secure Detention male 7-17 years of age
Pelletier Center Cushing Hill Drive Marlboro, MA 01752	12 bed Secure Detention female 12-16 years of age
Old Colony Y Girls Secure Detention Unit Juvenile Justice Division 465 Main Street Brockton, MA 02401	8 bed Secure Detention female 13-18 years of age
Charlestown Girls Secure Detention Unit 32 City Square Charlestown, MA 02129	12 bed Secure Detention female 7-17 years of age
Robert F. Kennedy School Lyman Street Westboro, MA 01581	15 bed Secure Treatment Program male 13-17 years of age

JRI's Boston Secure Treatment 450 Canterbury Street Roslindale, MA 02131	15 bed Secure Treatment male 15-17 years of age
Danvers Secure Treatment Unit I-3 P. O. Box 00 Hathorne, MA 01937	12 bed Secure Treatment male 13-17 years of age
Worcester Secure Treatment Facility 363 Belmont Street Worcester, MA 01604	18 bed Secure Treatment male 14-18 years of age
DYS Shelter Care 766 Main Street, 5th Floor Worcester, MA 01608	15 bed Shelter Care (Detention--minimum security) male 7-17 years of age
Camp Halifax P. O. Box 34 Halifax, MA 02338	24 bed Shelter Care male 10-17 years of age
Challenge II Program 591 Morton Street Boston State Hospital Mattapan, MA 02121	14 bed Shelter Care/Minimum Security Detention Program male 12-17 years of age
Cameron House 5 Cameron Avenue Somerville, MA 02144	6 bed Secure Treatment female 11-18 years of age
Northeastern Family Institute, Inc. Gregory Street Middleton, MA 01949	18 bed Shelter Care male 7-17 years of age
DARE Mentor Shelter Care 128 Cross Street, A Somerville, MA 02145	4 bed Shelter Care male 13-17 years of age
DARE-Littleton Girls House 22 King Street, Box 2335 Littleton, MA 01460	12 bed Secure Treatment female 14-17 years of age
Old Colony Y Shelter Care Unit 320 Main Street Brockton, MA 02401	28 bed Shelter Care male 13-18 years of age

Hayden Inn School of  
Morgan Memorial, Inc.  
21 Queen Street  
Dorchester, MA 02122

Anker House, Inc.  
23 Institute Road  
Worcester, MA 01609

Roxbury Hillside Intake  
285 Martin Luther King Blvd.  
Roxbury, MA 02119

Project Check Point  
34 Intervale Street  
Roxbury, MA 02119

48 bed Residential School  
male 12-19 years of age

12 bed Group Care Facility  
male 14-18 years of age

non-residential  
male/female 12-16 years of age

6 bed Group Care Facility  
male 12-17 years of age

ON CALL TEAM

STATISTICAL ANALYSIS

FACILITY SERVED	Pre Service Training	Support Coverage	Compensatory Time	Crisis Intervention	Emergency Coverage	Staff Meetings	In Service Training
Roslindale 2nd Flr Danvers	854 hrs	1360 hrs	344 hrs				
I-3 Boston Secure Challenge	480 898 434	688 920 424	96		72 hrs	120 hrs	184 hrs
JRI Taunton Worcester YMCA	664 344	544 506	200			112	48
Camp Halifax DARE Littleton	318 104	40		270 hrs		48	48
DARE Intake Somerville	184	16			8	16	
DARE Shelter Somerville	80	48				8	
DARE Cheimsford DARE Middletown NFI			80				40 40
Southboro Training Center RFKennedy School	40					96	136 32
Hasting's House Cambridge Anker House Charlestown (Girls') DARE Intake Roxbury		24 144					32 56 32
Hayden House Brockton YMCA	152	128					56

# FCU

## MHHI FEDERAL CREDIT UNION

The MHHI Federal Credit Union was incorporated in 1968 as the first federally-chartered credit union to serve ex-offenders as a distinct population by providing opportunity for membership to clients of MHHI's programs. Membership, however, is not limited to clients, but is open to all MHHI employees, Corporate members and their families and friends.

The major goal of the Credit Union is to provide savings and loan opportunities to ex-offenders specifically, but to all members generally. Clients of MHHI's programs are made aware of the Credit Union as part of their orientation by their counselors. Through membership, a client can begin to meet his/her contractual goals in terms of savings and credit building.

The greatest service available for MHHI clients is the opportunity to apply for loans (up to \$200 at 12% annual interest) without the usual need for a credit history, references and prolonged work history required by conventional lending institutions. Members applying for loans must meet certain collateral savings requirements and have the approval of their counselors and program directors. Once a loan has been repaid, a report is filed with the Credit Bureau Service, a nationwide credit rating agency, and this is the first step towards a positive credit rating.

The MHHI Federal Credit Union has an investment of \$20,837.35 in the ICU Government Securities program. The interest rate in November 1981 was 12.35%. There were 433 members of the Credit Union holding shares amounting to \$10,966.21 in December. During the year, 130 loans were granted amounting to \$10,747.00 and \$10,828.00 was received in loan repayments.

The Credit Union is located in Coolidge House and is open from 4:00 p.m. to 7:00 p.m. on Tuesdays and Fridays. The Officers and Board of Directors oversee the operations of the Credit Union, and they are:

President:	Mary E. Sargent
Vice President:	Peter L. Flynn
Treasurer:	Eric Lifton
Board of Directors:	Jeffrey Sargent
	Raymond Barton
	Paul Mellon
	Anthony Sasso
	Darrel Cole

Paul Mellon, a former resident and long-time friend of the Corporation, has not only been a member of the Board of Directors for several years, but remains as the Security Officer for the Credit Union. Esor Grimberg, accountant for the Corporation, provides invaluable assistance to the Manager with bookkeeping details. There is also a Supervisory Committee which is responsible for conducting internal audits which insure that accounts are current, correct and in compliance with the federal regulations. The Supervisory Committee consists of James Michael Hayes, C. Margaret Gibson and Marvin Byrd. Finally, there is a Credit and Loan Committee responsible for the initial review of a loan application prior to recommending the applicant to the Credit Union Manager. This Committee is comprised of Eric Lifton and Kathy McGlone (prior to assuming the Manager's responsibilities).

Sally Padden Hogan, who had been the Manager for the Credit Union for more than two years, resigned in 1981 to pursue her career in law. Sally's successor, and the present Manager, is Kathy McGlone. Kathy has a long history of association with MHHI as a volunteer and an employee, as well as having been continuously involved with the Credit Union.

Respectfully submitted,

*Mary E. Sargent*

Mary E. Sargent, President  
MHHI Federal Credit Union

*Kathy McGlone*

Kathy McGlone, Manager  
MHHI Federal Credit Union

## BOARD OF DIRECTORS - 1981

William A. Coolidge

Chairman of the Board

Nathaniel J. Young, Jr.

President

Joseph M. Ambrose

Vice President

Norman T. Byrnes

Treasurer

Mary E. Sargent

Clerk & Assistant Treasurer

### Members:

Robert O. Boardman

Rev. Cyril J. Conroy

Rev. Gerald Donovan

Raymond R. Gilbert

Harry H. Fienman

Garland C. Hinton, Jr.

Hugh R. Jones, Jr.

William H. Janey

George F. McGrath

Daniel Nakamoto

Robert M. Palmer

Jonathan B. Peck

Mary M. Sullivan

Lois E. Stryker

Barrett Wendell, Jr.

Norman S. Walker

Robert Webb

EXECUTIVE DIRECTOR: J. Bryan Riley  
DIRECTOR OF OPERATIONS: Peter L. Flynn  
FISCAL DIRECTOR: Frank E. Ives  
PROGRAM MANAGER/BERC: Thomas E. Coury  
MULTI-SERVICE CENTER DIRECTOR: Paul E. Leaman  
SINGLE UNIT I DIRECTOR: Raymond Barton  
CONTRACT MANAGER: Edith P. Fletcher  
ON CALL TEAM DIRECTOR: Ronnie E. Davis  
BOSP ADMINISTRATOR: Eric E. Lifton  
SINGLE UNIT II DIRECTORS: Darrel P. Cole  
LaVerne Saunders  
Michael Radon

JJMT PROJECT COORDINATOR: Claudia Dengler  
DEPUTY MANAGER/BERC: Leo Delaney  
CASE MANAGER SUPERVISOR: Marvin Byrd  
JJMT ASSISTANT COORDINATOR: James Michael Hayes  
THP ADMINISTRATOR: Jeffrey Sargent  
ADMINISTRATIVE ASSISTANT  
to the EXECUTIVE DIRECTOR: Patricia M. Sweeney  
GRANTS MANAGER: Chava Abrams  
MIS/BERC: Susan Greenberg  
HEAD COUNSELORS: Mary Griffiths  
Andrew Macdonald

ADMINISTRATIVE ASSISTANT  
to the COERS DIRECTOR: Valerie Quirk  
ADMINISTRATIVE ASSISTANT  
to the BERC MANAGER: Wendy Wolf  
PROGRAM SERVICES COORDINATOR: Maureen Feeney  
HOUSE MANAGER I: Michael S. Baker  
HOUSE MANAGER II: Nathaniel Craigmiles  
CLINICAL COUNSELOR: Robert J. O'Mara  
CASE MANAGERS: Seth S. Pope, Jr.  
Maurice Bowen  
Barbara D. Johnson

GROUP WORKERS/OCT: Arnold D. Cox  
Frank DiFranco  
David DiGiorgio  
James Mirley  
Paul Falcone  
Timothy Sorgi

GROUP CARE WORKER/DANVERS: Scot P. Johnson  
RECREATION COORDINATOR/DANVERS: Kevin S. Flynn  
VOCATIONAL COORDINATOR: Juan Guzman  
COMMUNITY WORKER: Maurice Bowen  
FEMALE OFFENDER SPECIALIST: Laura Callahan  
COUNSELORS: Deborah Cocco  
Noel Reaves  
Elizabeth Levy  
Irving Bowen  
David Stanford  
Rodney Garland  
Lynn Murphy  
Virginia Pratt  
Tom Boydell

INTAKE/EMPLOYMENT COORDINATOR: Elizabeth Bonner  
INTAKE/EMPLOYMENT COUNSELORS: Deborah Fontana  
Laura A. Jones

COUNSELOR-IN-TRAINING: Margaret Garove  
EXECUTIVE SECRETARIES: Donna Gagnon  
Debra Shears  
BOOKKEEPER/CLERKS: Jessie C. Williams  
C. Margarete Gibson

SECRETARIES: Cecelia Baldwin  
Loreen Hurley  
Earline Calhoun  
Catherine Strout  
Carmensita J. Waithe

RECEPTIONIST/SECRETARY: Edward W. Forsythe  
ASSISTANT HOUSE MANAGER/SECRETARIES: Evelyn Crooks  
Celestine Royal

ASSISTANT HOUSE MANAGER: Carlton Cox  
CLERK/TYPIST: Marilyn Mack

PART-TIME: ACCOUNTANT: Osias Grimberg  
CREDIT UNION MANAGER: Kathy McGlone  
ARTS/CRAFTS INSTRUCTOR: Madeleine Chesney

CONSULTANTS: Michael Weiskoff (Fiscal)  
Robert Golden, Ph.D. (Operations)  
Philip L. Burke (Clinical/Danvers)  
Daniel Nakamoto (Accreditation)

STAFF

BERC STAFF MEMBERS

Massachusetts Half-Way Houses, Inc.

Tom Coury, Program Manager  
Leo Delaney, Deputy Manager  
Wendy Wolf, Administrative Assistant  
Susan Greenberg, Management Information Specialist  
Debra Shears, Executive Secretary  
Laura Callahan, Community Worker

Elizabeth Bonner, Intake/Pre-Employment Coordinator  
Laura Jones, Intake/Pre-Employment Counselor  
Deborah Fontana, Intake/Pre-Employment Counselor  
Juan Guzman, Vocational Evaluator

Valerie Quirk, Management Information Specialist (National Institute  
of Justice)

Marvin Byrd, Case Management Supervisor )  
Barbara Johnson, Case Manager )  
Seth Pope, Case Manager ) National Institute of Justice  
Maurice Bowen, Case Manager ) Test Design

Division Of Employment Security

BERC Support Staff  
Donald Murphy, Supervisor  
Dan O'Brien, Job Developer  
Russell Hutchinson, Job Developer  
Robert Waugh, Job Developer  
Fred Carter, Program Developer

Department of Correction

BERC Support Staff  
Martin Feeney, Supervisor  
Joe Findley, Job Developer  
Fran Hede, Job Developer  
Cindy Weston, Secretary

Massachusetts Rehabilitation Commission

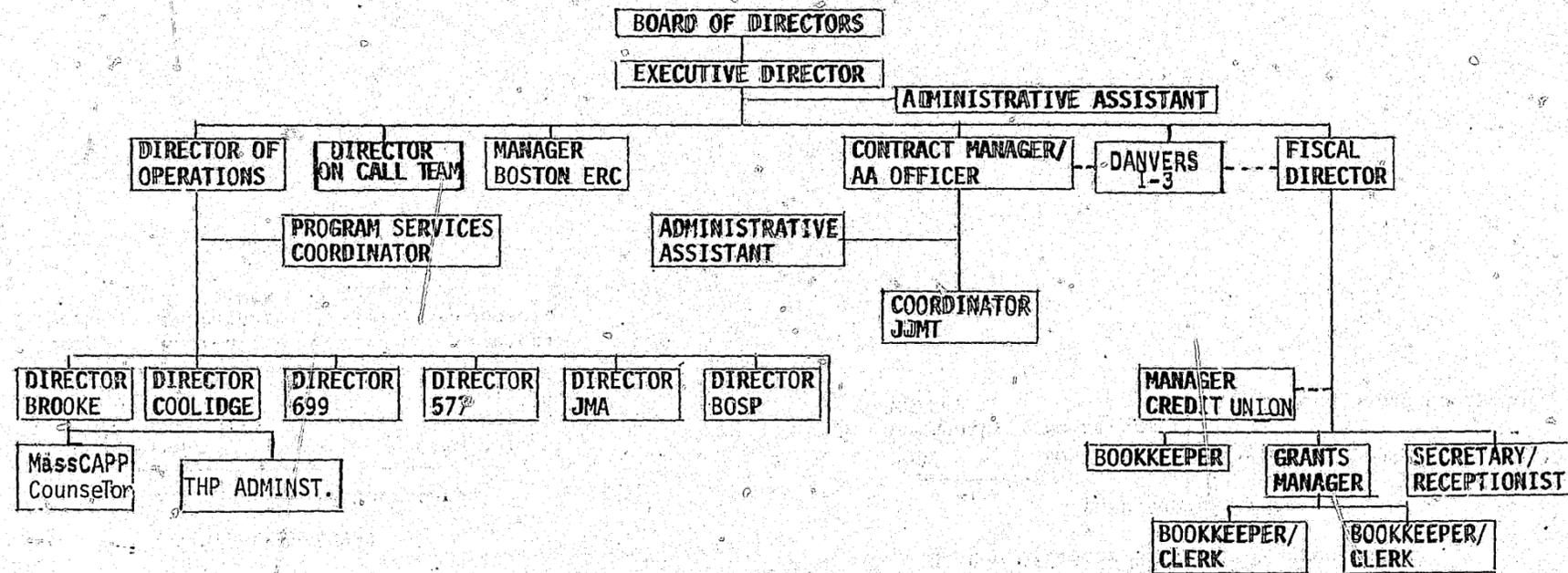
BERC Support Staff  
Jim Bowers, Vocational Counselor  
Bob McDonald, Vocational Counselor

12/31/81

BERC staff members who left in 1981:

Nadine Whalen (Administrative Assistant), Delores Clark (Intake Counselor), Robert Teixeira (PSE Intake Counselor), Bronda Beatty and Tom McDonough (PSE Clerk/Typists), Leslie Musa (Intake Counselor), Dennis Driver (Assessment Coordinator), Amy Gilstein (Employment Specialist/Trainer), Mary Kay Henderson and Ruth Perlstein (NIJ), and Alan Berube (Case Manager).

**MASSACHUSETTS HALF-WAY HOUSES, INC. - ORGANIZATIONAL CHART**



**REPORTING TO:**

**DIRECTOR OF OPERATIONS**

DIRECTOR, BROOKE HOUSE  
 MULTI-SERVICE CENTER  
 DIRECTOR, COOLIDGE HOUSE  
 DIRECTOR, 699 HOUSE  
 DIRECTOR, 577 HOUSE  
 DIRECTOR, JOSEPH M. AMBROSE HOUSE  
 DIRECTOR, BOSTON OFFENDER SERVICES PROJECT  
 PROGRAM SERVICES COORDINATOR

**EXECUTIVE DIRECTOR**

DIRECTOR OF OPERATIONS  
 CONTRACT MANAGER  
 FISCAL DIRECTOR  
 ADMINISTRATIVE ASSISTANT  
 MANAGER, BOSTON EMPLOYMENT RESOURCE CENTER  
 DIRECTOR, ON CALL TEAM

**CONTRACT MANAGER/ AFFIRMATIVE ACTION OFFICER**

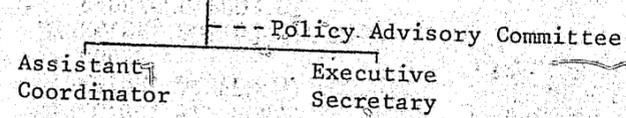
ADMINISTRATIVE ASSISTANT  
 COORDINATOR, JUVENILE JUSTICE MANAGEMENT TRAINING

**FISCAL DIRECTOR**

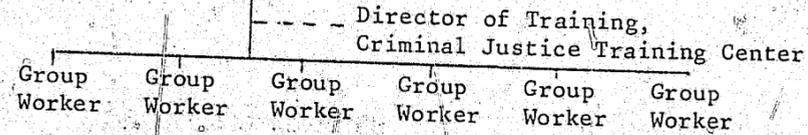
BOOKKEEPER  
 GRANTS MANAGER  
 SECRETARY/ RECEPTIONIST

DECEMBER 1981

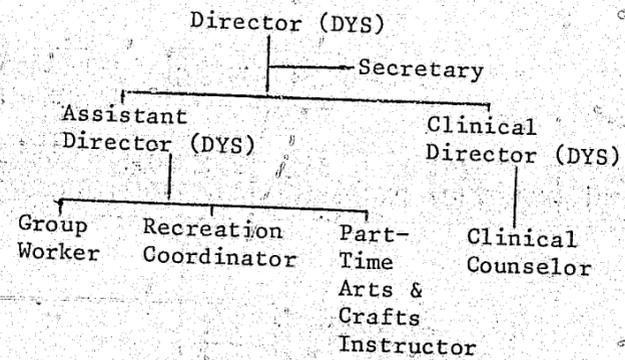
Juvenile Justice Management Training  
Coordinator



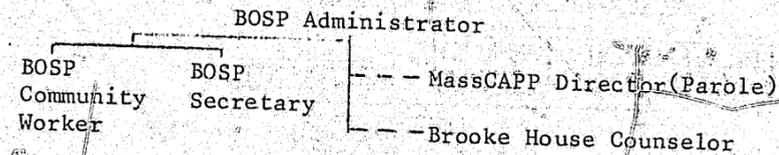
On Call Team  
Director



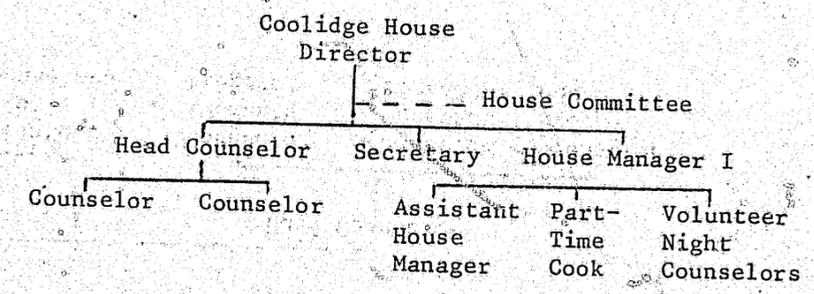
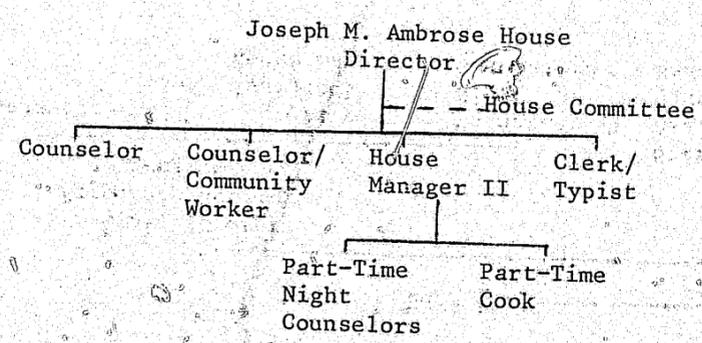
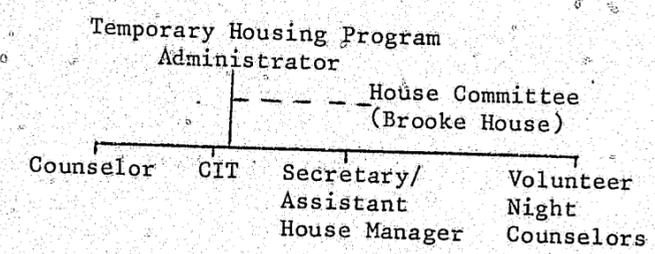
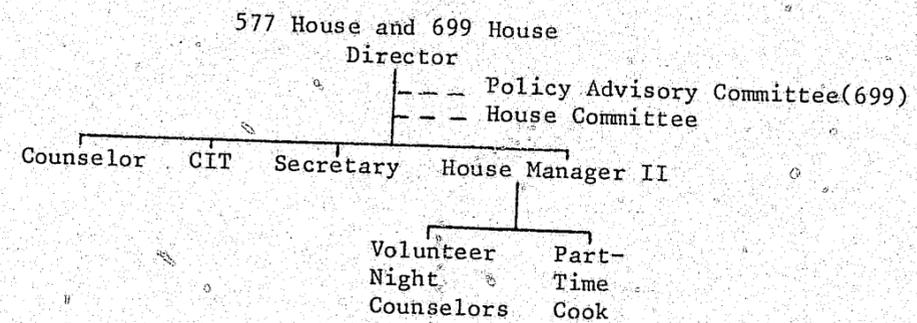
Danvers Secure Treatment Program  
Support Services Staff



Massachusetts Community Assistance Parole  
Program (MassCAPP)  
Boston Offender Services Program (BOSP)



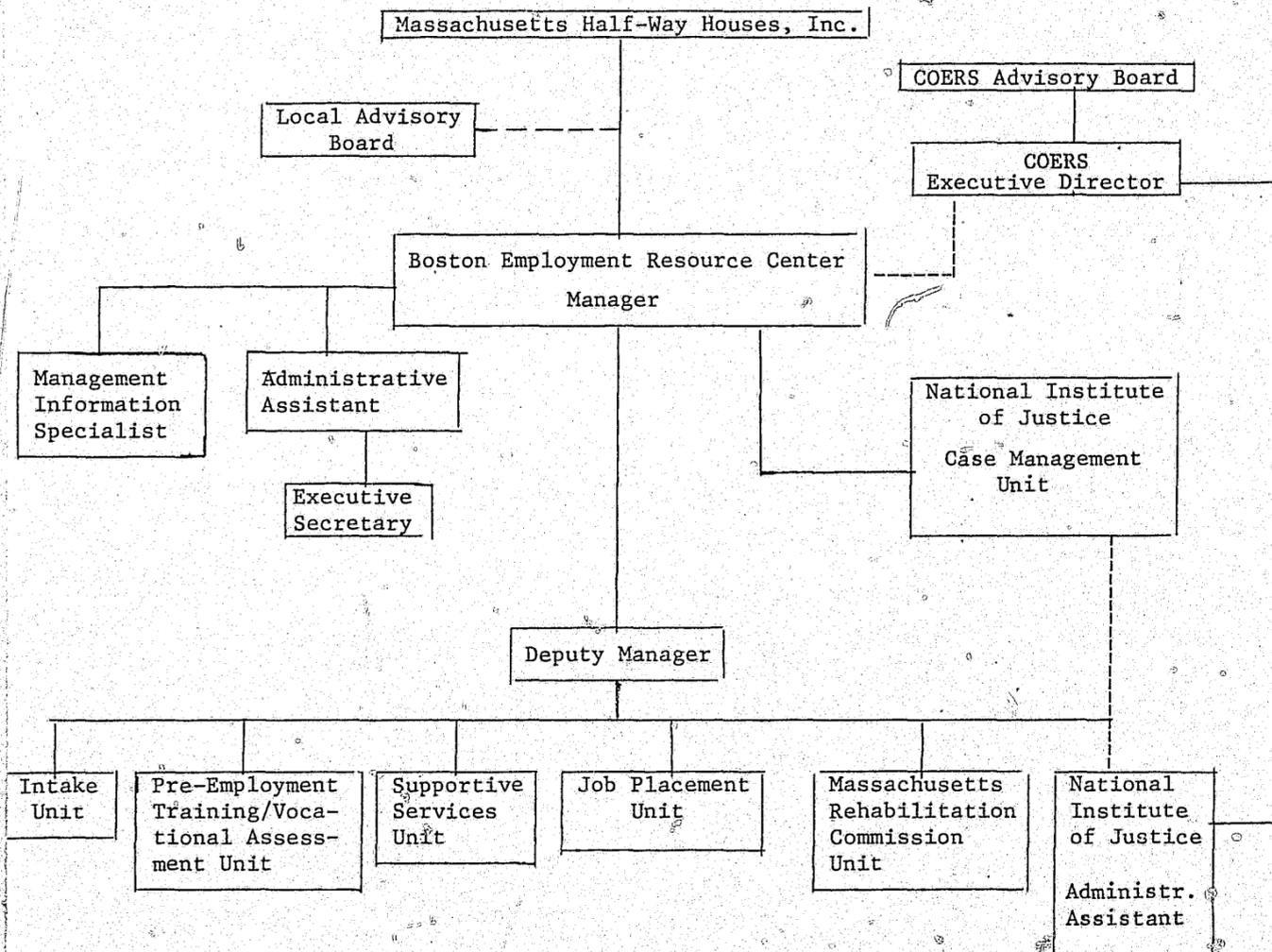
December 31, 1981



December 31, 1981

BOSTON EMPLOYMENT RESOURCE CENTER

STAFF ORGANIZATIONAL CHART



December 1981

# ACKNOWLEDGEMENTS

The following people and agencies have been instrumental in the successful operation of all of the programs which comprise Massachusetts Half-Way Houses, Inc. Our night counseling staff are truly special ingredients which make MHHI productive. Listed here are the agencies, resources and individuals 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.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Action for Boston Community Development</li> <li>American Red Cross, Disaster Unit</li> <li>Adult Learning Center</li> <li>Alcoholics Anonymous</li> <li>Charles F. Adams</li> <li>Benedict S. Alper, Ph.D.</li> <li>Lynne Aldrich</li> <li>James Arena</li> <li>Andromeda House</li> <li>Pamela Allman</li> <li>Boston Superior Court</li> <li>Boston City Hospital</li> <li>Boys' Clubs</li> <li>Boston Globe</li> <li>Boston Housing Authority</li> <li>Boston Municipal Court</li> <li>Blackstone Community School</li> <li>Boston Adult Education Center</li> <li>Boston State College</li> <li>Boston Legal Assistance Program</li> <li>Boston Public Schools</li> <li>Boston Eye Clinic</li> <li>Ellen Barton</li> <li>Michael Baker</li> <li>Philip K. Brown</li> <li>Gerald Broderick</li> <li>Charles Burkett</li> <li>The Reverend Donald Bitsberger</li> <li>Stephen J. Blesofsky</li> <li>Bridge Over Troubled Waters</li> <li>Brighton Court, Probation Office</li> <li>Robert Bennett</li> <li>Cambridgeport Problem Center</li> <li>Care About Now (CAN)</li> <li>Cardinal Cushing Center</li> <li>Mark Ciruolo</li> <li>Charlestown YMCA</li> <li>City Missionary Society</li> <li>Cothenia Cooper</li> <li>Ann Carapellucci</li> </ul> | <ul style="list-style-type: none"> <li>Rachelle Couch</li> <li>Crime and Justice Foundation</li> <li>The Honorable Paul Chernoff</li> <li>Harrison F. Condon, Jr.</li> <li>Comprehensive Offender Employment Resource System (COERS)</li> <li>Carol Campbell</li> <li>Janet Glemmons</li> <li>James Cummings</li> <li>Department of Public Welfare</li> <li>Department of Manpower Development</li> <li>Department of Employment Security</li> <li>Department of Youth Services</li> <li>Department of Social Services</li> <li>Department of Mental Health</li> <li>Deer Island Pre-Release personnel</li> <li>Dimock Community Health Center</li> <li>Angelita DeSilva</li> <li>Department of Correction</li> <li>Holly Dusenberry</li> <li>Debbie Davis</li> <li>Dorretta Dorrington</li> <li>Francine Dancy</li> <li>Shenia Dancy</li> <li>Henry F. Davis, III</li> <li>John A. Dolan, Esquire</li> <li>Nancy Dube</li> <li>Educational Opportunity Center</li> <li>Elma Lewis School</li> <li>Executive Office of Human Services</li> <li>Employment and Economic Policy Administration (EEPA)</li> <li>Ellis Memorial Center</li> <li>Federal Bureau of Prisons</li> <li>Family Services of Greater Boston</li> <li>Booker Farr</li> <li>Thomas Farber</li> <li>Robert H. Foster</li> <li>Maurice E. Frye</li> <li>First Step, Incorporated</li> </ul> |
|---|--|

Governor's Advisory Committee on  
Corrections (GACC)  
Greenpeace  
The Honorable John A. Gavin  
Edgar Grossman  
Peter Gormley  
Harbor Lights  
Haley House  
Michelle Harris  
Nardia Holloway  
Hale and Dorr  
Richard L. Hall  
The Most Rev. Timothy J. Harrington  
David W. Haughey, Ph.D.  
James Harris  
Benjamin Hubbard  
Sally Padden-Hogan  
Michael M. Hogan  
Insight, Inc.  
Jaycees  
Tom Jenkins  
Job Factory  
Jobs for Youth  
Justice Resource Institute  
Lawrence Jacobs  
Thaddene Johnson  
Michele Johnson  
Gwen Julia, Ph.D.  
Edward Kamp  
Emanuel Katz  
Michael B. Keating  
The Reverend Thomas B. Kennedy  
Lena Park Community Center  
Lemuel Shattuck Hospital  
Lend-a-Hand Society  
Norma Langston  
Libra Drug Program  
Low-Cost Housing Corporation  
Archie Lowe  
MA Council of Human Service Providers  
Victor Merritt  
Claude Miscikewicz  
April Martin  
MA Association of Alcoholic Recovery  
Home  
MA Society for Aiding Discharged  
Prisoners  
MA Committee on Criminal Justice

MA Council on Alcoholism  
Mayor's Office of Public Safety  
Massachusetts Parole Board  
Massachusetts Defenders Committee  
Massachusetts Rehabilitation Commission  
Minority Business Association  
Morgan Memorial  
Murdoch MacDonald  
Gordon A. Martin, Esquire  
Henry J. Mascarello  
Jane D. Matheson  
His Eminence, Humberto Cardinal Medeiros  
Ezra Merrill  
George F. McGrath, Esquire  
Kathy McGlone  
Paul Mellen  
Kelly McGovern  
Mozallen McFadden  
Max Monestine  
Robert Murphy  
Neighborhood Employment Center  
Norman A. Neiberg, Ph.D.  
Fred Nader  
John E. Newcombe  
Norfolk Fellowship  
Opportunities Industrial Center  
Steven Osier  
Oxfam  
Office of the Commissioner of Probation  
Neal L. Ochs  
Stewart G. Orr  
Thomas H. Osborne, II  
Penal Institutions Department  
Pine Street Inn  
Peter Bent Brigham Hospital  
Project Place  
Paul's Export  
Joshua Powell  
Joseph Philbin  
Denita Parks (Simmons)  
Bernard A. Pearson  
The Reverend J. Harrison Petter  
Richard D. Phippen  
Anthony Prezio  
V. Pisini & Sons  
John L. Quigley  
Roxbury Defenders Committee  
Roxbury Day Care Center

Rise Together  
Roxbury District Court  
Roxbury Community College  
Elliott Richardson  
Benita Rodrigues  
Robert F. Rutherford  
Shelbourne Recreational Center  
Suffolk Superior Court  
Gardiner Howland Shaw Foundation  
Solomon Carter Fuller Mental Health  
Center  
Salvation Army  
South End Neighborhood Action Program  
South Boston Action Center  
Span, Inc.  
Claude Solana  
Barbara Saulnier  
St. Vincent DePaul Center  
Skill Builders  
South Boston District Court  
Frank Sharpe  
James Small, Jr.  
James Small, Sr.  
Judith Seward  
James Spencer  
Alex Sales  
William E. Sayers  
William H. Sisson  
The Rt. Rev. Anson P. Stokes  
Paul F. Sullivan  
The Honorable John W. Sears  
Shelter, Inc.  
Somerville Mental Health  
Gina Safanoff  
Debbie Silverberg  
Anthony M. Sasso  
Greg Torres  
Travelers' Aid  
Third World Jobs Clearing House  
Harriet Tubman Center  
James Terrell  
Third Nail  
Transitional Employment Enterprises  
The Taft Family  
Samuel Tyler, III  
Loretta Thompson  
Tufts University Dental Clinic  
Robert Underhill  
Voluntary Action Center

Veterans' Administration  
Women in Criminal Justice  
Andrew Walker  
Robert Walton, Jr.  
Allan Waldron  
Yesterday, Today and Tomorrow

All members of our program House Committees

All members of our program Policy Advisory  
Committees

Below, for your convenience, is a tear-out form which you may use to return to MHHI to request additional information about our programs or employment opportunities; to make general comments about our programs or reports; or to make a donation for the Corporation's general or specific use. All comments, requests or contributions are welcomed and appreciated.

\*\*\*\*\*

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

Yes, I am interested in Massachusetts Half-Way Houses, Inc. and would appreciate receiving additional information about:

- program operations (including Reality Therapy, MAP contracts, resource development)
- employment opportunities/volunteer opportunities and application information
- training programs sponsored by the Juvenile Justice Management Training Program for 1982
- other: (indicate request desired)

\*\*\*\*\*

I want to see the programs at MHHI continue, and hereby wish to make a contribution to MHHI in the amount of \$ \_\_\_\_\_ to be used for the general operation of the residential and non-residential programs of the Corporation, or to be used specifically by the \_\_\_\_\_ program.

\*\*\*\*\*

I appreciated receiving and reviewing the MHHI 1981 Annual Report and wanted to make the following comments:

Return to:

MHHI Information Request  
P. O. Box 348, Back Bay Annex  
Boston, MA 02117

617-437-1864

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

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

**END**