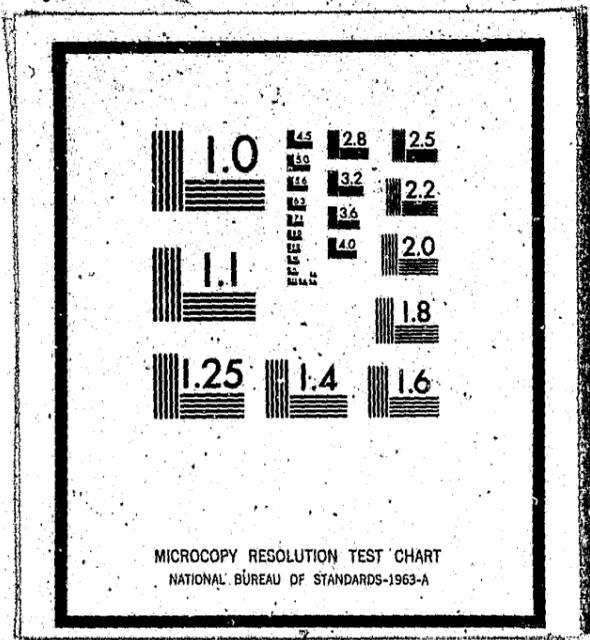


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RETREAT HOUSE

prepared by  
Project Evaluation Unit  
Governor's Commission on Crime Prevention and Control  
September, 1974

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A. THE RETREAT HOUSE PROJECT

I. Background Information

The original idea for the Retreat House project developed from research results of the St. Paul Model Cities program. The Task Force identified a number of problems which ex-effenders face when they are released from correctional institutions. These problems include the social attitudes an ex-offender develops when he begins to face society as an ex-convict; the problems he faces when he tries to re-establish relationships in the community with family, friends and acquaintances; the lack of employable skills of most ex-offenders and the consequent poor employment possibilities; the sudden change in his behavioral patterns required when he leaves a correctional institution in which most of the important decisions are made for him and enters the community where he will have to make these decisions himself; and the economic problems he faces immediately after release.

The Task Force also noted that the Model Cities area of St. Paul has a high crime rate relative to the rest of the city. Their research showed that much of the crime was committed by persons who had been previously convicted of criminal offenses. This led to the hypothesis that one way to reduce crime in the Model Cities area would be to help ex-offenders avoid returning to criminal behavior after they have re-entered the community.

The Task Force proposed the establishment of a re-entry halfway house for multiple offenders located in the Model Cities neighborhood of St. Paul. While the house would accept clients from the rest of the city and the state, it would give priority to Model Cities residents who are being released from the Minnesota State Prison and the State Reformatory for Men. The house would provide total services to ex-offenders, including room and board, clothing, medical care, counseling, employment assistance and training, educational training, and support

for the clients as individuals.

St. Paul Model Cities approached the Saint Pius X Corporation in an effort to (i) obtain a residential facility owned by the corporation and (ii) determine whether that corporation would consider operating the Retreat project. The Saint Pius X Corporation was formed as a charitable and religious organization in the late 1950's and had been operating residential programs in the area since that time. In the fall of 1971 the Saint Pius X Board of Directors agreed to operate the Retreat project in the Model Cities neighborhood of St. Paul. The board then revised their articles of incorporation and by-laws and elected a number of new board members recommended by the Crime and Justice Task Force. By so doing, the Saint Pius X Corporation became the Community Retreat Corporation, the implementing agency for the Retreat project.

The Community Retreat Corporation was granted an award to operate the Retreat project by the Governor's Commission on Crime Prevention and Control in 1971. Following the allocation of funds, the Community Retreat Corporation obtained a large residential facility at 532 Ashland Avenue in St. Paul. This area is primarily residential including both multiple-unit and single family dwellings. It also has a large number of halfway houses of all types. The project director describes the neighborhood as a "fairly positive environment" for the Retreat House program.

The residential facility is a four-story structure with a finished basement. The basement and first floor are used for office space, while the upper three floors contain the residents' quarters. A library and counselors' offices are located in the basement, while the first floor contains a lounge, kitchen, and dining facilities in addition to office space. The upper three floors contain 16 bedrooms with a capacity for 29 residents. For recreational purposes, the facility has three television lounges and a poolroom in addition to the library. Residents may also use the recreational facilities at the Martin Luther King Center

in the neighborhood.

Retreat House recognizes its role as an experimental program for re-integrating ex-offenders into normal community life. As an experimental program, it seeks advice from others who are interested in the same goals and objectives. To obtain such advice three advisory boards have been established.

Retreat House has established Inmate Advisory Boards in both the Minnesota State Prison and the State Reformatory for Men. The Inmate Advisory Boards meet once a week to discuss program activities, potential clients, and the types of men they will select for the program. Members of the Boards seek out men who have not had a chance to be productive in the community and who want to become residents of St. Paul. They assist clients with the development of parole plans and encourage them to enroll in the educational and vocational training programs the institutions do have. The Inmate Advisory Boards also function to establish credibility and trust for the Retreat House programs among the institutions' staffs and inmates. At least one member of each Inmate Advisory Board operates inside the institution as a full-time paid staff member of Retreat House.

A potential resident for Retreat House initiates his application through the Inmate Advisory Board which acts as the initial screening committee. The Board will review the application, interview the applicant and discuss his parole plan. Then the Board will make a recommendation to Retreat House for action on the application. If the application is accepted, regular staff members of Retreat House become involved with the applicant.

Retreat House also has a Citizens Advisory Board, composed of interested community and metropolitan area residents, which functions as a general policy developing body for the program. This Board meets once a month to help develop the policies and programs of Retreat House. Some of the functions of the Citizens Advisory Board include:

1. To satisfy the spirit as well as the word of state law dealing with the private style of vocational education, as well as the regulations of the state vocational education authorities.
2. To ascertain the goals and objectives of Retreat House training as it applies to clients and to prepare general policies in tune with them.
3. To select a Project Director for the Retreat House (or share in such), to designate him as the Chief Executive Officer, and to work harmoniously with him.
4. To strive continuously to develop further and improve the scope and quality of education, work, and rehabilitation opportunities for all men in the geographic location.
5. To create policies which will attract and retain paraprofessional and/or professional personnel needed to realize the educational objective.
6. To provide an educationally efficient and safe Retreat House facility.
7. To plan for and obtain financial resources necessary to achieve a client's goals.
8. To keep the people of the district intelligently informed and aware of the status, purpose and problems of their Retreat program.
9. To appraise the activities of the Retreat House in light of its objectives.
10. To discharge its responsibilities as a Crime and Justice Task Force subcommittee to the development of a national effort to promote and improve this type of rehabilitation or adjustment.

From these functions of the Citizens Advisory Board we can see two major emphases. First, Retreat House is a community program. The men who become residents of the project are returning to the community and the members of this Advisory Board are members of the community. Consequently, Retreat House has a definite responsibility to the community as well as to its clients. Second, there is a strong emphasis on educational and vocational training. This reflects the Retreat House philosophy that educational and vocational skills are deficient among many ex-offenders, and that upgrading these skills is a direct (and perhaps necessary) route to rehabilitation.

The third advisory board, the Project Advisory Team, is a group of educators, social scientists, and members of various institutions and professions. The Team

members serve as a 'pool' of professional talent and have volunteered their services to the staff on specific program matters. All members of the Advisory Team receive orientation to the Retreat House program and serve the project on an "as needed" basis for specific problems.

As a result of the involvement of community members on the Retreat House advisory boards and the involvement of project staff in the community, the project director rates the community as "highly accepting" the project. He also notes that the Retreat House program was widely publicized in the community prior to its opening and that Retreat House has good controls in its programs as reasons for the high acceptance. Most of the community organizations have demonstrated support for the project by becoming involved in its activities. Among these organizations are Model Cities and its programs, Hallie Q. Brown, the Urban League, Inner City Youth League, R.A.P. and local churches. The only type of community opposition to the project has been the Summit-Hill organization which has expressed opposition to the location of halfway houses in its neighborhood. However, this organization has not made any specific objections to Retreat House.

The Community Retreat Corporation has received three LEAA grants from the Governor's Commission on Crime Prevention and Control to operate the Retreat House program from November, 1971 through June, 1974. During this period, the Governor's Crime Commission awarded \$383,053 of LEAA funds for the operation of Retreat House. The Community Retreat Corporation matched this amount with \$160,884 in cash and \$10,244 in in-kind services. TABLE I provides a summary of the three grant awards. (TABLE I follows on page 6.)

TABLE I				
GRANT AWARDS FOR THE RETREAT HOUSE PROJECT				
Award Year	LEAA Award	Cash Match	In-kind Match	Total Award
1971	\$158,162.00	\$ 54,484.00	---	\$212,646.00
1972	80,000.00	20,808.00	\$10,244.00	111,052.00
1973	144,891.00	85,592.00	---	230,483.00
TOTALS:	\$383,053.00	\$160,884.00	\$10,244.00	\$554,181.00

## 2. Project Goals

The Retreat House project proposed to provide total support to clients who are returning to the community from corrections institutions. Such support would include counseling for personal, family, psychological and social problems in addition to room and board. As needed by their clients, Retreat House would also provide for health services, vocational training, educational programs and employment counseling. By providing these services Retreat House hoped to achieve two general goals:

- (A) To reduce the recidivism rate of multiple offenders in the Model Neighborhood community, and
- (B) To help ex-offenders adjust more readily back into the community after their release from the penal institutions of Minnesota.

During the third year of operation, Retreat House proposed an expansion of its target population to include offenders involved in the criminal justice system but not yet committed to state penal institutions. In the spring of 1974 the program began to provide services to clients sent to Retreat House as an alternative to incarceration. Thus, the project developed a third general goal:

- (C) To rehabilitate clients diverted by the Courts from incarceration. The Retreat House program would accept up to fifty clients on a residential basis

during the year. It would also provide counseling services to another fifty clients who are either still in correctional institutions or have been released but are not residents in Retreat House. Thus, the project proposed to serve at least 100 clients per year.

To achieve these goals, Retreat House undertook the following objectives:

- (1) To act as a viable alternative for the Minnesota Corrections Authority, courts and police agencies searching for positive environments into which it may place those clients presently in custody. (Goals A,C)
- (2) To provide pre-trial, pre-sentence, post-sentence, pre-release and post-release guidance and assistance in developing an acceptable rehabilitation plan for male adults. (B,C)
- (3) To provide the support and personal interchange of a staff of qualified ex-offenders that will insure the development of interpersonal trust and understanding between client and counselor. (B,C)
- (4) To provide qualified personal, psychological and family counseling that will motivate and reinforce productive behavior. (B,C)
- (5) To provide qualified educational and vocational guidance and assistance to clients in order to increase their options in the total community. (B,C)
- (6) To provide those resources needed by clients to develop and accomplish their own career objectives. (B,C)
- (7) To provide support and personal interaction of others encountering similar circumstances. (B,C)
- (8) To provide minimum financial aid for clients when needed. (B,C)
- (9) To provide the support of a community concerned and sympathetic to the problems of clients. (A)
- (10) To provide a drug-free detoxification program and follow-up for those clients who are chemically dependent. (B,C)
- (11) To coordinate Health and Welfare services for clients. (B,C)
- (12) To provide follow-up support for clients well on their way to successfully completing their rehabilitative plans. (A)
- (13) To provide a career development program for staff.
- (14) To develop planning, training and research capabilities in the field of Human Resources Conservation. (B,C)
- (15) To provide resources for on-the-job training of clients. (B,C)

(16) To develop a positive attitude toward non-traditional forms of rehabilitation.

(17) To develop more effective methods of management, data collection, record keeping and evaluation of program effectiveness.

These objectives encompass a number of basic themes of the Retreat House program. First, Retreat House will provide guidance and counseling both before and after a client is released from a correctional institution or from the courts (objective 2). Pre-release or pre-trial counseling will concentrate on helping inmates in the prison or reformatory or clients awaiting trial or sentence develop their rehabilitation plans. Post-release counseling will help parolees and ex-offenders fulfill their plans. Second, most of the counselors will be ex-offenders themselves (Objs. 3, 7, 13, 16). The Retreat House concept is based on the development of trust between the client and his counselor. Project planners, who included ex-offenders, believe this trust is most easily and effectively developed when the counselor is an ex-offender who has had to face the same problems and obstacles as his client. However, ex-offenders who become counselors must have the training and qualifications to provide effective services to Retreat House clients. Third, Retreat House will provide services for all types of problems its clients have or will help arrange for needed services via referrals to appropriate agencies (Objs. 4, 5, 6, 8, 10, 11, 12, 15). Fourth, the program will emphasize educational and vocational skills development (Objs. 5, 6, 14, 15). Fifth, some of the objectives involve developing career opportunities for a staff of ex-offenders (Objs. 3, 13, 14, 17). Retreat House hopes to show that ex-offenders can be effective counselors who will find career opportunities in correctional counseling. Finally, Retreat House hopes to show that a community-based residential facility can be effective in helping ex-offenders avoid returning to criminal behavior (Objs. 1, 9, 14, 16, 17). Although most of these objectives are directly related to the achievement of Goals (B) and (C), both of these goals lead to the achievement of Goal (A). If the Retreat House program is successful, not only will Model Neighborhood residents who are ex-offenders be helped by the

program, the Model Neighborhood itself should become a better community in which to live.

### 3. Project Staff

The Retreat House staff has 17 positions: Executive Director, Director of Research and Training, Administrative Assistant, Director of Counseling, Senior Counselor, five Counselors, Secretary, Receptionist, Chef Cook, Cook, Clerk, and two Inmate Coordinators -- the two members of the Inmate Advisory Boards. At the time of data collection for this report, one of the Counselor positions and the Cook position were vacant. Although Retreat House normally has a full staff, staff turnover has been a problem throughout the existence of the project -- particularly among the counseling positions. Of the counselors who have left the project, the Executive Director estimates that 1/3 accepted better jobs, 1/3 were terminated by the project and 1/3 resigned for personal reasons. Although Retreat House hopes to help develop career opportunities for its staff, there is little opportunity for advancement within a given project. Thus, Retreat House is always faced with the possibility that its counselors will receive better job offers.

As was noted in the Objectives of the project, Retreat House uses ex-offenders as counselors. At the time of our data collection, five of the six filled counseling positions were held by ex-offenders. Indeed, the positions of Director of Research and Training, Receptionist, Secretary, Clerk and Administrative Assistant were the only positions held by persons who were not ex-offenders, in addition to one Counselor position. The positions of Director of Research and Training, Administrative Assistant, Receptionist, Clerk and Secretary were held by women. All staff members, with the exceptions of a Counselor, Director of Counseling, Receptionist and Clerk were held by Blacks.

Retreat House recognized its responsibilities to provide effective counseling and administration for its clients. While many staff members are ex-offenders,

they also must be well-qualified to provide the services for which they were hired. To ensure the staff capabilities, Retreat House has made extensive use of training sessions. The administration staff of the project has had training sessions which concentrate on planning the objectives of the program and developing management skills to see that the objectives are achieved. The administrators also attended the counselors' training sessions. The counselor training program began with sixty days of training sessions. Most of this training has been taped and kept on file at Retreat House so new counselors may make use of the initial training program. Additional training of counselors is provided in the counselors' weekly meetings. Training sessions for the counseling staff include counseling techniques, observational skills and management skills needed by counselors. The training for the cooks, administrative assistant, receptionist, and secretarial positions has been primarily on-the-job training.

Retreat House holds a staff meeting each week to report on clients' progress, make recommendations for changes or modifications in clients' programs, accept or reject new applicants, and inform the staff of program matters. The importance of the staff meetings in terms of keeping all staff members aware of the whole program and in coordinating their activities is well illustrated by the following quotation from one of their Progress Reports:

"An average 24-hour day will in most cases find one staff member off, one in Stillwater or St. Cloud, one in the field obtaining employment or discussing a client's case with the [Minnesota Corrections Authority], one involved in assisting a client personally, one collecting needed data and one assigned to working the graveyard shift."

With such a distribution of staff members during the day, staff and counselor meetings take on the added function of providing a means of communication within the staff about what has been done in the past week. The counseling staff meets at least once a week (and more often as needed) to review cases, discuss priorities and assign caseloads. These sessions also provide training for the counseling staff because they have an opportunity to discuss how they handle their cases and

to learn from each other. The staff also holds a weekly Retreat House meeting with the residents.

The executive director is responsible to the Community Retreat Corporation Board of Directors for the successful operation of the project. He is responsible for the recruitment and hiring of all new staff members. He is also responsible for insuring the delivery of program services, authorizing expenditures, insuring coordination of resources for the program, making reports to the Community Retreat Corporation Board of Directors and interpreting policy to the staff. The executive director is Mr. Frank Johnson, an ex-offender. His background includes being an assistant social planner for St. Paul Model Cities in 1971, a management consultant hired by Retreat House in December, 1971 to help implement the program, and the community resource coordinator for Retreat House beginning in January, 1972. Since he joined the Retreat House staff, Mr. Johnson became the administrative assistant, then the deputy director and finally the executive director. Thus, he has been involved with the Retreat House project from its planning stages through its present operation.

Ms. Barbara Dugar, the director of research and training is directly responsible to the executive director. She is responsible for coordinating and being fully informed of available educational and vocational resources for clients, for designing educational and vocational training programs for clients and staff and for counseling services related to education and training. She is also responsible for data collection on and evaluation of Retreat House programs. The clerk is directly responsible to the director of research and training and assists with carrying out the research assignments, such as data collection, data processing and report writing. The position of director of research and training carries a number of supervisory responsibilities with it. In the absence of the executive director, she assumes responsibility for overall program operation. She also has supervisory responsibilities for pre-release counseling and admissions,

for Retreat House program activities at the State Reformatory for Men, and for the kitchen and food service. Ms. Dugar joined Retreat House as a counselor in 1972. Her background includes being a boys' counseling supervisor at the Children's Center in New York and a social group worker at the Northside Settlement Services in Minneapolis.

The director of counseling is directly responsible to the executive director. He is responsible for directing and supervising counselors working with clients in the post-release phases of the Retreat House program. He regularly schedules and conducts weekly counselor staff meetings and regularly evaluates the effectiveness of the counselors. He maintains records on clients containing information on their activities, background and progress. He also prepares regular reports on the counseling unit. The director of counseling is responsible for supervising and coordinating Retreat House program activities at the Minnesota State Prison. Mr. Nordin, the director of counseling, joined the Retreat House staff as a counselor in January, 1973, and was promoted to this position in July, 1973. Mr. Nordin has a B.S. degree in Sociology, is an ex-offender and has had a number of years of experience in counseling.

The post-release counseling unit under the supervision of the director of counseling consists of a senior counselor and four counselors. The senior counselor assists the director of counseling with the supervision and coordination of the counseling unit's activities. He assists the director of counseling with the preparation of reports, prepares progress reports on clients, assists the coordination of house and vehicle maintenance, and maintains a caseload of problem clients. He is also responsible for coordinating recreational activities for Retreat House clients.

Each counselor maintains a caseload of clients in post-release phases of the program and prepares progress reports on the clients. Each counselor also assumes

special responsibilities. The employment counselor is responsible for training clients in job-seeking skills, insuring that clients seeking employment are registered with local employment agencies, contacting prospective employers and assisting in the job placement of Retreat House clients. The drug and alcohol counselor works with chemically dependent clients, leads group sessions for chemically dependent clients and prepares weekly progress reports on these clients. He is also responsible for coordinating activities with agencies which can aid chemically dependent clients. The evening and night counselors are responsible for monitoring house activities and visitors, answering the telephone, acting as the receptionist and counseling clients during the evening and night hours when regular employees are not on duty. All four counselors are directly responsible to the director of counseling. In addition to counseling clients on their caseloads, counselors may lead group sessions and provide counseling to family members as needed. Each is responsible for maintaining files on the clients in their caseloads. The positions of employment counselor and drug and alcohol counselor were created to deal with problems common to many Retreat House clients. Evening and night counselor positions allow Retreat House to provide trained counselors on twenty-four hour basis.

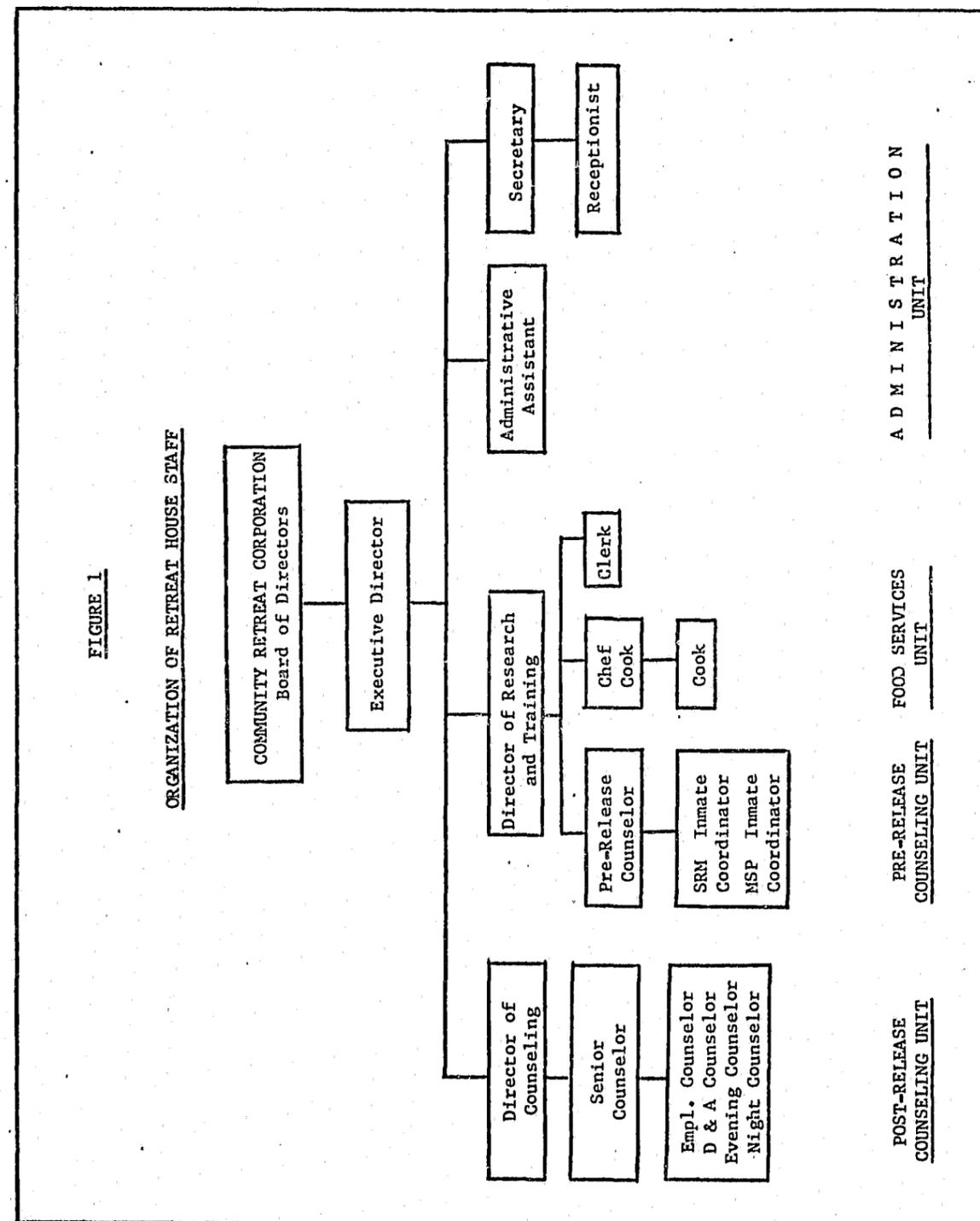
In July, 1973, a separate pre-release counseling unit was organized. The director of research and training was appointed as the supervisor of this unit. The pre-release counselor was assigned to this unit and is directly responsible to the director of research and training. The pre-release counselor interviews prospective clients and gathers information from institutional records and case files to help determine whether to accept clients. During the pre-release phase, this counselor helps clients develop realistic parole plans, interviews family members in an effort to identify problem areas, and discusses clients and their parole plans with caseworkers and other relevant institutional staff. He is responsible for supervising the inmate coordinator at each of the two state

institutions. The inmate coordinators are inmates who are paid by Retreat House. They assist the pre-release counselor in developing information on clients in the institutions. They are also responsible for coordinating Retreat House activities in the institutions and maintain offices for their clients.

The administrative assistant is directly responsible to the executive director for all financial records of Retreat House including maintaining accounts of all expenditures, taxes, payments, etc., preparing financial reports for governmental agencies and the Board of Directors and developing and maintaining a budgeting system for Retreat House. Also directly under the executive director is the secretary who performs ordinary secretarial functions such as taking dictation, typing, answering the telephone and maintaining appointment schedules for the director. The secretary supervises the receptionist and performs minor administrative tasks assigned by the executive director. The receptionist performs a variety of clerical and general office duties, collects and distributes mail, and greets guests and visitors coming into Retreat House.

The food service unit consisting of a chef cook and a cook are under the supervision of the director of research and training. The chef cook is responsible for planning and preparing meals for Retreat House and supervises other kitchen personnel. The cook helps prepare meals and performs duties assigned by the chef cook.

For the time period with which this report is concerned, all staff positions at Retreat House were full-time with the exceptions of the administrative assistant and the inmate coordinator at the State Reformatory for Men. Figure 1 shows the organization of the Retreat House staff. (Figure 1 follows on page 15.)



#### 4. The Retreat House Program

The Retreat House program has five phases through which a client should pass on his course toward independent living. Phase I takes place in the institution prior to the client's parole and generally involves developing a rehabilitative plan to be followed when the client is admitted to Retreat House. (Phase I will be discussed below under Admissions.) Phases II-IV take place in the Retreat House facility. Phase V is independent placement following residency.

Once a client has been accepted as a resident in Retreat House, he has a four-phase program through which he should proceed toward completely independent placement in the community. When a client enters Retreat House, he is placed in Phase II, a thirty-day orientation period. He is given a tour of the house, is introduced to other clients and staff and meets with his counselor. He and his counselor review the rules and regulations for Retreat House and the post-release contract he has signed. (An example of the "Retreat House Post-Release Client Contract" is provided as Appendix A.) During Phase II, the client begins to adjust to non-institutional living, familiarizes himself with the Retreat House program and gets re-acquainted with his family and friends. Also, he is tested for educational and vocational abilities and aptitudes and receives a complete physical examination to determine whether he has any medical problems. Phase II clients with no means of financial support may receive a monthly living allowance for toiletries and small personal items as well as a clothing allowance. (Retreat House also maintains a small-loan fund for immediate emergency expenses of clients.) While a client is in Phase II his actions are closely monitored by the staff and he is readily confronted on any behavior problems.

Counseling services at Retreat House are primarily individualized, one-to-one counseling. These sessions may be both formally and informally arranged. As was noted, Retreat House has counselors available to residents 24 hours a day. Group sessions are "allowed to happen" so clients will discuss problems, which they

share, among themselves and with counselors. The Retreat House staff reports that such spontaneous interchanges among residents have been valuable. Group sessions of a more formal variety may be scheduled if a number of clients with similar problems request such sessions. Group meetings for all residents are scheduled once a week to discuss house problems, assignments, grievances, and suggestions for new activities or programs. Retreat House staff gives serious consideration to each grievance or suggestion and attempts to accommodate clients wherever possible. Family counseling sessions also may begin during Phase II. The Retreat House program assumes that each client is affected by his family situation and that family problems must be resolved, if possible, for successful adjustment in the community.

By the end of the thirty-day Phase II period, a client should be ready for employment, academic instruction, and/or vocational training. In rare cases a complete parole plan will allow a Phase II client to begin work, education or training when he is admitted to Retreat House. He then enters Phase III, a period of from one to three months during which the client is expected to be enrolled in an academic or vocational training program or to be employed. The client should be well on his way toward attaining the goals he set for his period of residency. He is now more responsible for his own behavior and for pursuing the resources that will help him solve his problems than he was in Phase II. He is given more freedom to come and go and is encouraged to make more decisions on his own, to become more independent. He meets regularly with his counselor and should begin to initiate his counseling sessions.

Phase IV is a thirty-day period during which the client prepares for the termination of his residency in Retreat House. During this phase, the client finds a place to live in the community and makes all necessary preparations for moving out of Retreat House. In some cases, the decision to release a client from residency requires approval of the appropriate criminal justice agency. In these cases, a written evaluation of the client's progress and the staff recommendation

is sent to the agency for their decision.

In Phase V the client begins to live independently of the Retreat House facility. Phase V clients are still active clients of the program. They are required to meet weekly with their counselors and are strongly encouraged to attend the weekly in-house group meetings. Although they are no longer residents of the facility, Phase V clients may use any of the Retreat House services. Depending on the needs of the client and his progress in the community, the Phase V follow-up period may last up to five years. Those clients in Phase V who have demonstrated that they no longer need continual support of the counseling staff are discharged from the program.

As was noted, the counseling staff meets weekly to review each client's progress and activities. At this time, a client's counselor may recommend that his client be advanced to the next phase. After discussing the case, the counseling staff as a whole will recommend either that the client be advanced or be retained in his present phase. The executive director has final authority to accept or reject the staff recommendation. If a client in Phase III or IV has been AWOL or arrested, his counselor may recommend that he be placed back in Phase II. Again, the counseling staff will discuss the case and make its recommendation. A Phase V client may be returned to residential status if he is having problems in the community. He may return to Phase V status as soon as his problems have been resolved.

If a client refuses to cooperate, abide by house rules, or generally resists all efforts to motivate him toward productive behavior, he may be terminated by the project. A client-staff review board composed of two residents, two staff members, the client under consideration and his counselor meet to discuss his case. They review the client's contract and the problems leading to the review and may make a recommendation for action. The client's case will then be considered by the counseling staff which makes a recommendation to the executive director.

As in other cases in which the decision affects a client's status in Retreat House, the final decision is made by the executive director. If the client is not AWOL, Retreat House will advise his controlling agency, e.g., court or parole authority, and await their decision before the final decision is made. A client who commits a new offense will be terminated from the project, although he may be readmitted following disposition for that offense.

Successful clients are productively involved in the community while avoiding the commission of new offenses. Retreat House considers clients to be "productively involved in the community" if they are actively involved in education or training programs, employment or community service. A client who has completed all in-house phases and has been doing well in Phase V for 4-6 months may request termination from the project. His counselor will bring this matter up to the counseling staff which will make its recommendation to the executive director. Again, the executive director makes the final decision.

To determine the social climate in this and other community-based residential projects, the Project Evaluation Unit administered a "Correctional Institution Environment Scale" (CIES).<sup>1</sup> This scale, composed of nine subscales, is designed to measure three dimensions of social climate: relationship, treatment program, and system maintenance.<sup>2</sup> The relationship subscales provide measures of the extent to which residents become involved in the project, the extent to which residents support each other and are supported by the staff, and the extent of free expression within these relationships. Treatment program subscales assess the orientation of a project's treatment program. System maintenance subscales assess the extent to which the project operates in a clear, orderly, organized manner. The CIES can be used to provide descriptions of a project, to compare

<sup>1</sup>This scale was developed at the Social Ecology Laboratory of Stanford University under the direction of Rudolf H. Moos. It has previously been used in both correctional institutions and residential facilities.

<sup>2</sup>Appendix B provides the subscales and their definitions for each of these dimensions.

resident and staff perceptions of the project, to assess program changes over time, and to contrast different projects with each other. While we are interested in all four of these uses, in this report we are only concerned with the first two uses of the GIES.

The GIES is composed of eighty-six statements which are labelled "true" or "false." These eighty-six items are organized into nine subclasses of nine or ten items each. We are interested in the mean score for each subscale. To arrive at the mean score for each subscale, we computed each resident's score, totalled the scores for all residents and divided this total by the number of residents. The same procedure was used to arrive at a mean score for the staff. TABLE II, below, presents the mean scores for residents and staff.

Subscale	Number of Items	Residents' Means (N=20)	Staffs' Means (N=10)	Resident - Staff Differences in Means
Involvement	10	7.53	8.13	0.60
Support	10	7.69	9.60	1.91
Expressiveness	9	5.82	7.55	1.73
Practical Orientation	10	8.33	8.80	0.47
Personal Problem Orientation	9	6.07	7.75	1.68
Autonomy	9	7.67	8.00	0.33
Order and Organization	10	7.12	6.56	0.56
Clarity	10	7.06	7.22	0.16
Staff Control	9	3.88	3.38	0.50

In analyzing these results, we should expect some differences between how the staff perceives the program and how residents perceive it. According to Moos, resident-staff differences are greater than two mean raw score points on the Relationship dimension of Support and on the System Maintenance dimensions of Order

and Organization. Resident-staff differences are greater than one mean score point on all the other subscales with the exception of the System Maintenance dimension of staff control which showed a difference of less than one mean raw score point.<sup>3</sup>

Without going into detail on the results of the GIES, we can point out some features of the Retreat House program on the basis of these results, which are presented in TABLE II. First, the mean raw scores for staff and residents do not differ significantly on any of the nine subscales, as is shown in the fourth column of TABLE II. The Relationship Subscales of Support and Expressiveness and the Treatment Program dimension of Personal Problem Orientation have staff-resident differences of between one and two mean raw score points. The other six subscales have staff-resident differences of less than one mean raw score point. The largest absolute difference between the means for Retreat House staff and residents is 1.91 on the Support Subscale which measures the extent to which residents support each other and how supportive the staff is to residents. The staff mean is 9.60 on the Support Subscale, while the resident mean is 7.69. On this subscale the mean for the staff is the highest mean for all nine subscales, while the resident mean for Support is their second highest raw mean score. Thus, both residents and staff view Support as one of the strongest aspects of the Retreat House program. However, the 1.91 difference between staff and residents is less than the normal difference of more than 2.00 found by Moos. We have found that the staffs of other community-based residential projects ordinarily think residents receive more support than residents think they receive.

Second, the highest means for Retreat House staff were support (9.60), practical orientation (8.80), involvement (8.13) and autonomy (8.00). The four highest means for Retreat House residents were practical orientation (8.33), support (7.69), autonomy (7.67) and involvement (7.53). This shows that staff and residents agree

<sup>3</sup> Rudolf H. Moos, Correctional Institutions Environment Scale Manual (Social Ecology Laboratory, Stanford University, 1973) p. 8.

on what the most important aspects of the Retreat House program are. The support subscale shows a high degree of support by the staff for residents and among the residents themselves. We should expect this result in a program for ex-offenders staffed by ex-offenders. The high score on the practical orientation subscale indicates a strong program orientation toward preparing residents for leaving the facility. Again, we should expect this result because Retreat House is a "re-entry center" functioning as a transitional facility between a correctional institution and the community. (At the time the CIES was administered, Retreat House was just beginning to implement court referrals. Consequently, the primary focus of the program at that time was as a re-entry facility.) The autonomy and involvement subscales indicate that residents do take initiative in developing their own plans and house activities. We should also point out that personal problem orientation is less emphasized than either practical orientation or autonomy in the Retreat House program.

Finally, we should note that residents and staff agree very closely on the system maintenance subscales. Staff control, i.e., close monitoring of residents' activities, is the least emphasized aspect of the program. This is also reflected in the high autonomy and involvement subscales.

#### B. RETREAT HOUSE CLIENTELE

##### 1. Admission to the Project

The Retreat House project was originally designed to serve multiple offenders from the Model Cities Neighborhood. Residential location, therefore, is one of the criteria for admission. The order of priority among applicants in terms of residence is: Model Cities, St. Paul, Ramsey County, metropolitan area and the rest of Minnesota. Part of the reasoning for this criterion is that Retreat House can most effectively aid re-integration with the community of those clients who will move into the area surrounding the project.

A second criterion is that Retreat House clients fall within the general

"average statistical area" of Department of Corrections clients and reflect the statistical analysis of Ramsey County as reflected by the 1970 Census Report in terms of age, history of arrest and conviction, nature of offense, educational achievement, occupational skills and economic situation.

The remaining eight criteria are as follows: (3) The client must be completely honest in all his dealings with Retreat House staff. Failure to do so will cause his application to be rejected. (4) A reasonable probability in his successful rehabilitation must be foreseen. (5) It must be determined that the client's family and economic commitments can be met without seriously hampering his rehabilitation. (6) The client must agree on a contractual basis with terms of the contract with Retreat House. (7) The client must agree to undergo, if determined by Retreat House, whatever medical treatment is necessary. (8) The client must agree to undergo a full and complete medical examination at any time requested by Retreat House staff. (9) All recommendation forms must be completed and all background investigations must be completed. (10) The contract between the client and Retreat House must be finalized and conditions and stipulations with timetables for completion must be fully understood by both parties. The target population for Retreat House is male, multiple offenders who fulfill these criteria. Inmates in the Prison or Reformatory who are in the target population are encouraged to apply for admission if they are within six months of release from the institution.

Prospective clients may initiate their own applications or be referred to Retreat House by any component of the criminal justice system, such as the court, a parole or probation officer, institution caseworker, or by a social service agency or family member. If the courts refer a client, Retreat House will accept the client on a contractual basis with the presiding judge that stipulates that successful participation in the program will result in (i) dismissal of all charges against the client or (ii) his being placed on probation or (iii) a suspended sentence, whereas unsatisfactory completion will result in continuation of processing through

the Criminal Justice System.

The initial review of an inmate's application is done by the Inmate Advisory Board. If the Inmate Advisory Board approves the application and determines that the applicant falls within the target population, the inmate is admitted to Phase I of the Retreat House program. While the applicant is in the institution, he is assigned to the pre-release counselor who interviews the client, conducts a background investigation and helps him develop a rehabilitative plan.

Background investigations are conducted on all applicants by Retreat House staff, the court or the referral agency. Such an investigation would include the following types of information: (i) a description of the offense including both the client's and plaintiff's versions, (ii) a history of the client's contacts with the Criminal Justice System, (iii) personal, social and family history of the client, (iv) educational and vocational background, (v) client's medical and chemical dependency history, (vi) a list of rehabilitative options open to the client, and (vii) a written decision from the referral agency assessing the client's rehabilitative potential and including any stipulations placed upon the client's participation in the program.

When the background investigation is completed, the client's case file is presented to the Retreat House counseling staff. The case file includes the application, recommendation of the Inmate Advisory Board, results of the background investigation, rehabilitation plan and the recommendation of the admissions and classification unit or of the counselor handling the case. The Inmate Advisory Board bases its recommendation on the applicant's correspondence to selection criteria and on what they learn about the applicant's interests in Retreat House from institution staff and inmates. They are concerned with determining whether the applicant is sincere in his application or only using Retreat House as a means to early parole. Initial screening of applications is important because Retreat House ordinarily has more clients in the institutions than can be accepted into

the residence. The Retreat House staff reviews the file, paying particular attention to the feasibility of the rehabilitative plan and making recommendations for the plan. The staff will then decide whether the client should be accepted or rejected.

If the application is approved, the counselor meets with the client to negotiate a contract for Phases II-V. The contract will specify the responsibility of Retreat House to the client, the client's responsibilities to Retreat House and to the referring agency (e.g., parole board, court or service agency), and the timetable for the immediate, intermediate, and long-range goals of the rehabilitative plan. When the contract has been finalized, the counselor will send a formal letter to the controlling agency recommending placement of the client in Retreat House. If the controlling agency approves the rehabilitative plan and the contract, the client is released to Retreat House and enter Phase II.

## 2. Retreat House Clientele Characteristics

Retreat House began admitting clients to residency in March, 1972. Our data for this report covers the interval of March, 1972 - March, 1974, the first two years during which Retreat House had clients in the residential facility. The target population for Retreat House is male, adult, multiple-offenders being released from correctional institutions or being referred to Retreat House by the courts. (However, court referrals were just being implemented at the end of the time interval for this report. Consequently, most of Retreat House's clients were coming from institutions.) During this time interval, Retreat House admitted 104 clients to the residence. Unless otherwise noted, the 'N' for our data will be 104.

a. Demographic Characteristics From March, 1972 through March, 1974, Retreat House had 104 clients as residents. The age range of these clients is from 18 years to 63 years old, while the mean age is 28 years, 3 months. Of the client population, 15.4% (16) is white, 74.0% (77) is black, 5.8% (6) is American Indian;

2.9% (3) is Chicano, 1.0% (1) is Latin American and 1.0% (1) is unspecified. A majority of Retreat House clients come from the metropolitan area, including 73.1% (76) from Ramsey County and 20.2% (21) from Hennepin County, although 1.0% (1) came from out-of-state and 5.8% (6) had no known permanent address. Of the known cases (N = 98), 77.6% of the clients were Ramsey County residents and 99.0% (97) were from the metropolitan area. This reflects Retreat House policy of giving top priority to clients who reside in Ramsey County and the metropolitan area.

The educational background of the clients ranges from fifth grade through two years of college. The mean number of years of school completed is 11.2, although 59.8% (58, N = 97) of the clients had completed high school, acquired a G.E.D. or entered college prior to admission to Retreat House. At the time of admission, 11.5% (12) of the clients were enrolled in college-level programs, 16.3% (17) were enrolled in high school programs, and 11.5% (11) were in G.E.D. preparation programs. Of the 104 clients, 61.5% (64) were never married, 20.2% (21) were divorced or separated, 1.0% (1) were widowers and 14.4% (15) were married. [No information was available on 2.9% (3).]

b. Socio-Economic Characteristics In general, Retreat House clients are placed in a poor economic position because they have criminal histories and poor employment records. Of 99 clients on whom we have information, 61.6% (61) were unskilled, 28.3% (28) were semi-skilled and only 10.1% (10) were skilled workers. Information on 87 clients indicates that 31.0% (27) were employed full-time, 4.6% (4) were employed part-time, 10.3% (9) were employed via odd jobs and 54.0% (47) were unemployed at the time of their last offense. At admission to the residence 21.9% (21, N = 96) were employed full-time, 4.2% (4) were employed via odd jobs, and 68.3% (71) were unemployed. TABLE III (on page 27) gives a rough indication of the types of occupations Retreat House clients have had based on their last occupations prior to intake. We should keep in mind that (i) most of

the clients had jobs on the lower status positions in each class and (ii) 24.6% of the clients had no prior employment history.

Classification	Number	Percent
Professional, Technical and Managerial Occupations	2	3.5%
Clerical and Sales Occupations	3	5.3
Service Occupations	8	14.0
Processing Occupations	4	7.0
Machine Trades Occupations	1	1.8
Bench Work Occupations	2	3.5
Structural Work Occupations	3	5.3
Miscellaneous Occupations	20	35.1
No known prior employment	14	24.6
TOTAL	N = 57	100.1%

Economic concerns of Retreat House clients appear to be one of the major problems facing new residents -- 51.1% of the clients (48, N = 94) reported major financial problems, 37.2% (35) reported minor problems and only 11.9% (11) reported no financial problems at intake. This rating was based on immediate financial needs as assessed by the counselors at intake. Those with major financial problems had a number of outstanding debts which would be difficult to meet. Of 76 clients on whom we have information, 50.0% (38) reported themselves as their primary source of income (even though most of these men were unemployed at intake and should have reported no income), 19.7% (15) reported no income source, 18.4% (14) reported government assistance (e.g., Welfare), 5.3% (4) reported parents, 2.6% (2) reported their spouse or partner, 2.6% (2) reported gate money as their only source, and 1.3% (1) reported friends or relatives as the primary source of

income. Noting that only 21.9% of Retreat House clients had steady employment at intake, that 88.3% had major or minor financial problems and that 88.2% reported themselves, government assistance or no sources of income at intake, we can see that Retreat House clients do face economic problems at intake. Moreover, a third of the clients had one or more dependents to support. At the time of intake to the residence, 66.3% (65, N = 98) had no dependents, 16.3% (16) had one, 8.2% (8) had two and 9.3% (9) had three or more persons to support.

The majority of Retreat House clients come to the project from correctional institutions -- 78.8% (82) of the clients came directly from correctional institutions, 8.7% (9) had been living by themselves, 4.8% (5) with their spouse or partner, 2.9% (3) with parents, 2.9% (3) with friends or relatives, 1.0% (1) in another program and 1.0% (1) unreported.

c. Correctional History Although all Retreat House clients have histories of involvement with the criminal justice system, the data we received is not as complete as for most of the other variables. Consequently, we do not know how well the correctional history information represents Retreat House clientele. Of sixty-six clients on whom we have data, 97.0% (64) had been arrested as adults -- 43.9% (29) had one adult arrest, 19.7% (13) two, and 33.3% (22) three or more arrests. We have information on the number of gross misdemeanor and felony convictions on 75 clients. Of these clients, 5.3% (4) had no convictions for gross misdemeanors or felonies, 33.3% (25) had one conviction, 24.0% (18) had two, 18.7% (14) had three and 18.7% (14) had four or more. The mean number of gross misdemeanor and felony convictions was 2.6 per client. This information would indicate that 38.6% (29, N = 75) of the Retreat House clients do not meet the requirement of being "multiple offenders," that is 38.6% had entered Retreat House with only one or zero convictions for gross misdemeanors and felonies.

Although most of the clients have spent time in jails, workhouses or adult

correctional institutions, we do not have information on all clients. Of 59 clients for whom we have information, the range of time spent in jails and workhouses is from zero months to 97 months. The 59 clients spent an average of 9.3 months in jails and workhouses, although the median number of months was 3.25 and 20.3% (12) had not spent any time in jails and workhouses. We do have information on 71 Retreat House clients indicating that they spent from zero to 216 months in adult correctional facilities. The 71 clients spent an average of 42.1 months in adult state or federal facilities, while the median number of months was 24.1. Although 2.8% (2) of these clients had not spent any time in adult institutions, 9.9% (7) had spent 10 or more years in adult institutions. While the information on the number of gross misdemeanors and felonies does not show that all Retreat House clients are "multiple offenders," the information on the number of months in institutions shows that 97.2% (69, N = 71) of their clients spent eight or more months in adult institutions. Considering time spent in jails, workhouses, and adult institutions, information on 88 Retreat House clients shows that 6.8% (6) spent less than one year in institutions and 93.2% (82) spent one year or more in the institutions.

We have information on 93 clients with respect to their most recent offenses prior to admission to Retreat House. Although no offenses were recorded for 4.3% (4), each of these four clients had prior criminal histories and their admission to Retreat House was seen as an alternative to a return to criminal behavior. Of the remaining clients, 86.0% (80) were convicted of one offense, 7.5% (7) of two and 2.2% (2) of four offenses prior to entering Retreat House. Of these 93 clients, 44.1% (41) were convicted of robbery or simple robbery, 10.8% (10) of burglary, 8.6% (8) of assault or simple assault, 6.5% (6) of larceny, 4.3% (4) of homicide or manslaughter, 4.3% (4) of forgery or theft by check, 3.2% (3) of rape, 3.2% (3) of weapons offenses and 10.8% (10) of other offenses.

Information on 79 clients shows that 8.9% (7) have spent no time in

institutions for their most recent offenses -- including the four clients with no present convictions. The mean number of months served for the present conviction was 22.1, while the median number of months served was 19.0 months.

### 3. Client Activities

Once a client is admitted to Retreat House as a resident, he begins implementing his rehabilitative plan and working toward independent placement. Although the in-house program is designed to deal directly with clients' problems, Retreat House also encourages clients to make use of available community services and makes referrals to appropriate agencies. Retreat House clients are referred to agencies for education, vocational training and employment, dependency problems, financial problems, and medical and dental treatment. The following list shows the more frequently used agencies:

- A. EDUCATIONAL PROBLEMS: D.V.R. for educational evaluation; Model Cities for G.E.D.; the University of Minnesota, Antioch Community for college-level courses; and H.E.L.P.
- B. VOCATIONAL TRAINING AND EMPLOYMENT: D.V.R. for training, vocational evaluation and employment counseling; St. Paul Vo-Tech for vocational training; Model Cities for employment counseling and placement; University of Minnesota for vocational evaluation; and Ramsey County agencies for employment counseling and placement.
- C. DEPENDENCY PROBLEMS: Alcoholics Anonymous, N.A.R.A., Ramsey County agencies, Eden House, Wilder Foundation for counseling; Ramsey County Detox for crisis placement.
- D. FINANCIAL ASSISTANCE: Ramsey County Welfare, Bureau of Indian Affairs for room and board and financial counseling.
- E. MEDICAL AND DENTAL PROBLEMS: D.V.R., Model Cities, Ramsey County Welfare for referral, treatment and financial assistance.

The main program activity in the residence is individual and group counseling, which has already been discussed. Some in-house training does take place with the primary focus on teaching clients skills needed to live on their own. Retreat House has also acquired a printing press and can train two clients at a time in

the operation of the press. In addition to counseling and work on the rehabilitation plans, Retreat House clients are responsible for the upkeep of the house. Individual responsibilities for in-house jobs are assigned weekly during group meetings. Phase II and III clients are normally enrolled in training or education programs or are employed.

### C. PROJECT SERVICES

#### 1. Clients Served

From April, 1972 through April 15, 1974, Retreat House had served 104 clients as residents, including 78 clients who had completed residency. When the facility opened, it had a capacity for 25 clients but the project increased its capacity to 29 clients in 1974. At the time of our data collection, Retreat House was serving 26 clients as residents. During this two-year period, the average daily population was 17.1 residents. The average period of residency for Retreat House clients was 109.5 days (N = 78, the number of clients who had completed residency). During the period of March, 1972 through April, 1974, Retreat House had served 165 Phase I clients in the Minnesota State Prison and 104 Phase I clients in the State Reformatory for Men. Thus, Retreat House has been reaching its goal of serving at least 100 clients per year in Phases I-V.

#### 2. Project Staff

Retreat House employs 17 staff members organized into a number of units according to their functions. The administrative unit consists of the executive director, secretary, receptionist and part-time administrative assistant. The pre-release counseling unit has the director of research and training, pre-release counselor, and two inmate coordinators. The post-release counseling unit has the director of counseling, a senior counselor, and four counselors. The food services unit, under the director of research and training, has a chef cook and cook. A research clerk, assigned to assist the director of research and training, completes the staff complement.

When the project first began operations, Retreat House held a number of training sessions for all staff members. On-going training is provided within each unit under the direction of the director of that unit and the director of research and training.

As was noted previously, eleven of the seventeen positions were held by ex-offenders, five by women and thirteen by blacks. We also noted that one of the objectives of Retreat House is to provide trained ex-offenders as counselors. Of the seven counseling positions, five were held by ex-offenders, one position was open and one was held by a person with no criminal history. Thus, Retreat House is fulfilling the objective of staffing the project with ex-offenders.

### 3. Project Services

To assess the project services we asked that the project record the most immediate needs of Retreat House clients at the time of intake to residency. Since 78 clients completed residency, we will be concerned with the needs of and services provided to these 78 clients. Data was available on the intake needs of 76 former clients. The number of needs ranged from zero to thirteen, with a mean of 4.6 needs per client. These needs were ranked according to their "immediacy" and we then analyzed the needs of the top five ranked. Of the 76 clients on whom we have data, the five major needs are as follows: basic survival needs for 64.5% (49); job counseling, referral or placement for 63.2% (48); personal support for 52.6% (40); drug treatment or counseling for 25.0% (19); and vocational training for 25.0% (19). If we combine those needing drug treatment with those needing alcohol treatment (or both), we find that 36.8% (28) clients had drug or alcohol treatment needs among their top five needs. TABLE IV (on page 33) presents a list of the intake needs of 76 Retreat House clients and the number and percent of these clients who identified each need as one of their five "most immediate."

<u>Need Description</u>	<u>Number</u>	<u>Percent (N = 76)</u>
Basic Survival Needs	49	64.5%
Job Counseling, Referral or Placement	48	63.2
Personal Support	40	52.6
Drug Treatment, Counseling	19	25.0
Vocational Training	19	25.0
Educational Services	16	21.1
Pre-Vocational Evaluation	15	19.7
Financial Counseling	14	18.4
Alcohol Treatment, Counseling	13	17.1
Group Counseling	12	15.8
Diagnostic Services	12	15.8
Family Counseling	11	14.5
Advocacy with other Agencies	10	13.2
Medical/Dental Treatment	5	6.6
Mental Health Treatment	4	5.3
Restitution	3	3.9
Recreation	3	3.9
Legal Counseling	2	2.6
No Identifiable Needs	3	3.9

The methodology of Retreat House involves treatment of the needs by the project staff and/or referral. TABLE V (on page 34) shows which services are provided by the staff and to which agencies clients have been referred for their most immediate needs.

Need	% in Need	Project Service To Meet Need	Referral Agency
Basic Survival Needs	64.5%	Room and Board	Ramsey County Welfare; B.I.A.
Job Counseling, Referral or Placement	63.2	Employment Counselor	DVR; St. Paul Model Cities
Personal Support	52.6	Individual and Group Counseling	
Drug Treatment, Counseling	25.0	Drug and Alcohol Counseling	N.A.R.A.; Ramsey Detox; Ramsey Co.; Eden House
Vocational Training	25.0		DVR; Vo-Tech; St. Paul Model Cities; Univ. of Minnesota
Educational Services	21.1		DVR; St. Paul Model Cities; U. of Minn.; Antioch Community; H.E.L.P.
Pre-Vocational Evaluation	19.7	Employment Counselor	DVR; St. Paul Model Cities
Financial Counseling	18.4	Individual Counseling	
Alcohol Treatment, Counseling	17.1	Drug and Alcohol Counselor	A.A.; Ramsey Detox; Ramsey Co.; Wilder Foundation
Group Counseling	15.8	Group Counseling	
Diagnostic Services	15.8	Individual Counseling	DVR; Ramsey County
Family Counseling	14.5	Individual and Group Counseling	
Advocacy with Other Agencies	13.2	Individual Counselor	
Medical/Dental Treatment	6.6		DVR; Ramsey County; County Welfare
Mental Health Treatment	5.3		Ramsey County Agencies
Resititution	3.9	Individual Counseling	
Recreation	3.9	Physical Facilities of Retreat House	University of Minnesota
Legal Counseling	2.6		Legal Justice

One of the keys to assessing the efforts of the project is to determine whether clients receive services for those needs identified at intake as "immediate." A project or agency may provide services to a client and yet not serve a client's most immediate needs. Thus, to determine whether Retreat House clients receive

the services they need, we cross-tabulated their most immediate needs with the services they received. In the five major groups of needs (listed in TABLE IV - page 33), we found that 73.5% requiring basic survival needs received this service; 60.4% of those needing job counseling, referral or placement received this service; 65.0% needing personal support received it; 63.2% needing drug treatment or counseling received it; and 47.4% of those requiring vocational training received it.<sup>4</sup> These results indicate that, with the exception of basic survival needs, only about 60.0% of the clients who require job counseling, personal support, drug treatment or vocational training are receiving such services. Although there are problems with these data (as noted in footnote 4), we should expect a greater proportion of clients with these problems to receive the appropriate counseling or referral. These data indicate that Retreat House should increase its efforts to provide services for its clients' most immediate needs.

This, of course, does not give us a complete picture of the services Retreat House clients received. We should also look at services provided to clients no matter what their intake needs were. We considered only those clients on whom we had data (N = 60, see footnote 4). We found that 68.3% (41) received basic survival needs, 63.3% (38) received job counseling, referral or placement services; 51.7% (31) received personal support; 31.7% (19) received diagnostic services; and 31.7% (19) received pre-vocational evaluation. TABLE VI (page 36) presents the data for all services and shows which were provided by the staff and by agencies. For the 60 clients, the number of services by the project ranged from 1 to 12 with an average of 4.0 services per client. The number of services provided

<sup>4</sup>These data are probably not as accurate as they should be. First, the identified needs we are discussing are the top five listed as "most immediate." Similarly, the services provided were rank ordered in terms of "importance." Second, although only 73.5% of those needing basic survival needs were listed as receiving them, as a matter of fact all Retreat House residents have their basic survival needs fulfilled when they live in the facility. Third, of the 78 former clients, no data was provided on 11.5% (9) of the clients and 11.5% (9) more were described as receiving no services from staff or referral agencies. Fourth, some clients are terminated from the project or abscond before they begin to make use of staff and agency services. Consequently, we should not put too much emphasis on these data.

by referral agencies ranged from 0 to 7 with a mean of 1.1 services per client. Only 50.0% (30) of the clients made use of referral agencies. Thus, most of the services provided to Retreat House clients are provided by the project itself. Because this project is designed to re-integrate its clients with the community, we recommend increased use of community agencies so clients will not come to rely on the project and will learn how to get agencies to help them. This would also help eliminate a duplication of available community resources within the Retreat House staff.

#### D. PRELIMINARY RESULTS

While it is too early in the course of the project to provide an evaluation of the effects of the Retreat House project's efforts, we can provide information on the preliminary results. These will consist of assessments of the clients' success in the project, of their socio-economic status at termination from the residence and of a review of the clients' immediate needs at termination.

##### 1. Program Success

The first measure of the effects of the Retreat House project is a measure of clients' success in the program. As was noted above, each client signs a contract with Retreat House prior to his entry to the residential facility in Phase II. If the client completes the conditions of this contract in Phases II-IV, he is said to have successfully completed his residency. Of the 78 former residents, 29.5% (23) successfully completed residency. Another 11.8% (9) of the Retreat House clients were voluntarily terminated from the project. Voluntary terminations may be made for a number of reasons. For example, a client and Retreat House staff may reach the conclusion that the project is not the best placement for the client. Some clients may be voluntarily terminated because the client has demonstrated his ability to live independently of the project even though the conditions of the contract have not been fulfilled. Voluntary terminations also include transfers to other treatment programs. TABLE VII, below, provides information on all terminations.

Need Description	Number Served By Project	Number Served By Agency	Total Number Served*	Percent of Clients Served*
Basic Survival Needs	41	3	41	68.3%
Job Counseling, Referral/Placement	37	7	38	63.3
Personal Support	31	0	31	51.7
Diagnostic Services	16	5	19	31.7
Pre-Vocational Evaluation	16	5	19	31.7
Vocational Training	9	9	17	28.3
Drug Treatment, Counseling	10	7	14	23.3
Advocacy with Other Agencies	10	2	12	20.0
Alcohol Treatment, Counseling	5	9	11	18.3
Medical/Dental Treatment	5	8	10	16.7
Educational Services	6	7	10	16.7
Financial Counseling	7	0	7	11.7
Family Counseling	7	0	7	11.7
Group Counseling	5	0	5	8.3
Legal Counseling	4	1	4	6.7
Mental Health Treatment	0	2	2	3.3
Recreation	1	1	2	3.3
Restitution	1	0	1	1.7

\* Because some clients receive the services for the same problems from both the Retreat House project and referral agencies, the total number of clients served will not be the sum of the number served by the project and the number served by agency. The "percent of clients served" is based on "total number served" with N = 60.

Reason	Absolute Frequency	Relative Frequency	Adjusted Frequency
Successful Completion	23	29.5%	33.3%
Voluntary Termination	9	11.5	13.0
Lack of Cooperation/Poor Adjustment	22	28.2	31.9
Absconded	6	7.7	8.7
Rearrested	1	1.3	1.5
Convicted of a New Offense	6	7.7	8.7
Deceased	2	2.6	2.9
No Information	9	11.5	Not Applicable
TOTALS		100.0	100.0

Of the 78 former residents, 28.2% (22, 31.9% of those on whom we have the reason for termination) were terminated for lack of cooperation or poor adjustment. This class includes all those who were not making positive efforts to fulfill their contracts. "Satisfactory" reasons for termination include successful completion and voluntary termination, while lack of cooperation, absconded, rearrested, convicted of a new offense and deceased are "unsatisfactory" reasons. On this terminology, 41.0% (32) were terminated for "satisfactory" reasons, 47.4% (37) for "unsatisfactory" reasons and 11.5% (9) for unknown reasons. (Of the clients on whom we have data, 46.3% were terminated for satisfactory reasons and 53.7% for unsatisfactory reasons.)

The reason for termination from the project is not the only measure of program success. Another measure of in-program success is a measure of the legal dispositions against Retreat House clients. At termination from residence, 64.1% (50) had no known arrests, 33.3% (26) had been arrested at least once and no data was available on 2.6% (2). Of those arrested, 17.9% (14) were arrested once, 10.3% (8) were arrested twice and 5.1% (4) were arrested three or more times. TABLE VIII shows the dispositions for all former Retreat House clients.

As TABLE VIII (on page 39) shows, 57.7% (45) former Retreat House clients had no known recorded dispositions. Since a major goal of this project is to reduce recidivism in terms of returns to state institutions and new offenses, we can classify as "successes" under this criterion all those with no disposition, arrest and release and parolee at large. The other seven classes of dispositions will be classified as "failures." Under our criteria for "success" and "failure," 69.3% (54) of the clients are successes in terms of legal disposition and 28.2% (22) are failures. We should note that this measure applies to a client's status immediately following termination. It is a measure of the extent to which clients' illegal behavior is controlled while they are in the program. These data show that approximately 30% of the clients are involved in illegal behavior while they are in the project.

This is an area in which Retreat House should improve.

TABLE VIII DISPOSITIONS OF FORMER RETREAT HOUSE CLIENTS			
Disposition	Absolute Frequency	Relative Frequency (N = 78)	Adjusted Frequency (N = 76)
No Disposition	45	57.7%	59.2%
Arrest and Release	7	9.0	9.2
Parolee at Large	2	2.6	2.6
Died in Course of Committing Crime	1	1.3	1.3
Felony Probation and/or Suspended Prison Sentence	2	2.6	2.6
Jail, 90 Days or More	1	1.3	1.3
Awaiting Trial or Sentence on Felony	3	3.9	4.0
Parolee at Large Six Months or More/Technical Violator	2	2.6	2.6
Returned to Correctional Institution with New Term	11	14.1	14.5
Returned to Correctional Institution to Finish Term	2	2.6	2.6
Disposition Unknown	2	2.6	---
TOTALS	78	100.2%	99.9%

We also looked at the dispositions in relation to whether the clients were released for "satisfactory" or "unsatisfactory" reasons. We assumed that (i) those clients terminated for satisfactory reasons would be "dispositional successes" at termination and (ii) those clients released for unsatisfactory reasons would be more likely to be "dispositional failures." However, from the data in TABLE IX (page 40), we see that 18.8% (6 of 32) of the clients terminated for satisfactory reasons are classed as dispositional failures at termination from the project. Moreover, these 6 clients comprise 27.3% of all dispositional failures. We also find that 56.8% (21) of those released for unsatisfactory reasons are classed as dispositional successes at termination from the project. That is 56.8% of the clients who failed in the Retreat House program were not involved in further legal difficulties during

their residency.

The dispositional outcomes here are based on what happened to clients while they were in the program. The real test of the relation between program success and dispositional outcome will be made when follow-up information is available.

Legal Disposition Outcome	Satisfactory Reason For Leaving (N = 32)	Unsatisfactory Reason For Leaving (N = 37)	Unrecorded Reason For Leaving (N = 9)
Dispositional Success (N = 54)	81.2% of S* (26)	56.8% of U* (21)	77.7% of NR* (7)
Dispositional Failures (N = 22)	18.8% of S (6)	37.8% of U (14)	22.2% of NR (2)
Unknown Outcome (N = 2)		5.4% of U (2)	
TOTALS (N = 78)	100.0% of S (32)	100.0% of U (37)	99.9% of NR (9)
* S = Satisfactory Reason For Leaving U = Unsatisfactory Reason For Leaving NR = Unrecorded Reason For Leaving			

## 2. Socio-Economic Characteristics

Because most clients are residents at Retreat House for a relatively short period of time, most of the socio-economic characteristics show little change between intake and termination. Consequently, we will be concerned here only with those variables that do show change. We should also note that two former clients are deceased, so our data will be based on 76 former clients.

Of the 76 clients terminated from residency, 6.6% (5) were placed in the

county jail or a state correctional facility. (This is a reduction from 81.6% (62) of the clients who were released from correctional institutions to Retreat House. Of the 62 clients released from institutions, only 6.5% (4) were returned to institutions.) Of the clients, 2.6% (2) were transferred to other treatment programs, while 85.5% (65) remained in the community and the placement of 5.3% (4) is unknown. Thus, although only 29.5% of the clients were successful in the Retreat House program, 85.5% remained in the community and were not returned to institutions. TABLE X shows the distribution of living situations of Retreat House clients before and after residency.

Living Situation	Prior to Residency		After Residency	
	Number	Percent	Number	Percent
Parents	3	3.9%	10	13.2%
Spouse/Partner	3	3.9	12	15.8
Foster Parents	0	---	1	1.3
Friends/Relatives	1	1.3	12	15.8
Self	6	7.9	30	39.5
Treatment Program	0	---	2	2.6
Correctional Institution	62	81.6	5	6.6
No Information	1	1.3	4	5.3
TOTALS	76	99.9%	76	100.1%

A second variable that shows significant change between intake and termination is employment status. At intake to residency, 19.5% (15) of the 76 clients were employed full or part-time, while 68.4% (52) were unemployed. But at termination from residence, 38.1% (29) were employed full or part-time and 44.7% (34) were unemployed. Furthermore, of the 23 clients who successfully completed the program, 60.9% (14) were employed full-time and 82.6% (19) were employed or in academic programs at termination. In contrast, of the 44 clients who were unsuccessful in the program only 18.2% (8) were employed and 22.7% (10) were employed or in school

at termination from Retreat House. Consequently, those who succeed in the Retreat House program are more likely to be employed or in school than those who fail in the program. But this should be the expected result since much of the program is geared toward placing clients in jobs, training programs or educational programs. Although Retreat House has almost twice as many clients employed at termination as were employed at intake, 38.1% employment is not as high an employment rate as should be expected from the emphasis placed on employment by this project.

### 3. Needs at Termination

As was noted earlier, one of the major efforts of Retreat House is to provide those services which clients need most, either in the project or by referring clients to community agencies. The effectiveness of these services can be partially determined by seeing whether there are any changes in the clients' needs between intake and termination. TABLE XI (on page 43) presents a comparison of intake and termination needs of 74 former residents (data on the needs of two clients was missing).

The first point to be made from these data is that there is little change between intake and termination for most of the needs of Retreat House clients. However, we must look at this in terms of the clients' problems and the Retreat House program. Retreat House is fundamentally a re-entry, transitional facility between correctional institutions and community placements. It is a short-term program. Consequently, while we should expect Retreat House to work toward helping clients solve their problems, we should not expect these problems to disappear between intake and termination. However, we can also note that the average number of immediate needs per client dropped from 4.5 to 3.4 between intake and termination. Second, the major reductions in needs were for basic survival needs and for job counseling, referral or placement. Third, we should also note that the number of clients with no identifiable immediate needs increased from 3 (4.0%) to 17 (22.4%) between intake and termination. While Retreat House is not removing

clients' immediate needs in most areas, it is making a significant impact on basic survival needs and employment placements, both being major economic problems of the clients. This is also reflected in the changes of financial problems between intake and termination. Data on 69 clients shows that at intake 13.0% (9) had no financial problems but 39.1% (27) had no financial problems at termination. Among all 69 clients, 39.1% (27) showed no change in their financial situations between intake and termination, 37.7% (26) improved their financial situations, and 8.7% (6) had more financial problems at termination than at intake [data on termination was missing for 14.5% (10) of the clients].

TABLE XI  
MOST IMMEDIATE NEEDS AT INTAKE AND TERMINATION (N = 74)

Need Description	I n t a k e		Termination	
	Number	Percent	Number	Percent
Basic Survival Needs	48	63.2%	31	40.8%
Job Counseling, Referral/Placement	47	61.8	35	46.1
Personal Support	39	51.3	31	40.8
Vocational Training	18	23.7	13	17.1
Drug Treatment/Counseling	16	21.1	14	18.4
Educational Services	15	19.7	9	11.8
Pre-Vocational Evaluation	14	18.4	14	18.4
Financial Counseling	14	18.4	9	11.8
Alcohol Treatment/Counseling	13	17.1	11	14.5
Diagnostic Services	12	15.8	11	14.5
Family Counseling	11	14.5	7	9.2
Group Counseling	11	14.5	3	4.0
Advocacy with Other Agencies	10	13.2	10	13.2
Medical/Dental Treatment	5	6.6	4	5.3
Mental Health Treatment	4	5.3	5	6.6
Recreation	3	4.0	0	---
Legal Counseling	2	2.6	5	6.6
No Identified Needs	3	4.0	17	22.4

#### E. COST ANALYSIS

To arrive at an estimate of the cost of the project, we will only be concerned with the period of April 1, 1972 through March 31, 1974. During this period, Retreat House provided 12,418 days of service to its clients -- based on the number of days each client resided in the project. The base figure on which we have calculated per client costs includes all expenditures except construction and equipment costs. These two types of expenditures were deleted on the assumption that they are essentially one-time costs. Our base figure for this period is \$402,938.95. Dividing this figure by the total number of days of service to clients, the average cost per client per day at Retreat House was \$32.45. This rate is equivalent to a cost of \$11,844.25 per client per year. The average cost per client per day of \$32.45 is higher than that of two other halfway house programs in the metropolitan area. Alpha House, a halfway house for men, has an average daily cost of \$18.96 per client and 180 Degrees, a halfway house for men and women, has an average of \$20.20 per client per day.

Three factors would lead to the higher average daily cost at Retreat House. First, because we could not separate the costs of pre-release counseling from the total budgetary expenditures, these costs are included as part of the daily costs of the residential program. Yet, the pre-release counseling expenses include the salaries paid to the inmate coordinators, the pre-release counselor, travel expenses for the pre-release counselor's trips to the institutions and that proportion of the salary of the director of research and training which reflects the proportion of time spent on pre-release counseling. Such costs should be deducted from the costs of the residential program.

Second, Retreat House has a very large staff relative to other community-based residential projects. While Alpha House has four full-time and two part-time staff members and 180 Degrees has four full-time staff members (for the time periods on which their costs are based), Retreat House has seventeen full-time and part-time staff members. Should Retreat House decide to attempt to reduce per diem costs, we recommend a re-evaluation of the need for seventeen staff positions.

Third, during the period under study Retreat House has had a capacity of between 25 and 29, but an average daily population of 17.1 residents. Based on an average capacity of 27 beds for this two-year period, Retreat House has been operating at 63.2% of its capacity. Consequently, an increase in its average daily population would help reduce the per diem costs at Retreat House.<sup>5</sup>

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<sup>5</sup>This is based on the assumption that the annual budget is determined for a program designed to serve no more than 29 residents at a time and that an increase of residents from 17.1 per day toward 29 per day would not entail a significant increase in the expenditures during the year.

## F. SUMMARY

Retreat House is a halfway house for adult male offenders being released from correctional institutions. The project will accept clients who are (i) multiple offenders with two or more felony convictions and (ii) residents of the Model Cities Neighborhood of St. Paul or of St. Paul, the metropolitan area or the State of Minnesota (in order of priority). Although Retreat House has begun to accept clients directly from the courts, for the period under consideration in this report almost all clients came to Retreat House from correctional institutions. Consequently, for the purposes of this report we can classify Retreat House as a re-entry facility.

Retreat House has two major goals relative to serving ex-offenders: (A) To reduce the recidivism rate of multiple offenders in the Model Neighborhood Community, and (B) To help ex-offenders adjust more readily back into the community after their release from penal institutions in Minnesota. A third goal has recently been added relative to accepting clients directly from the courts: (C) To rehabilitate clients diverted by the Courts from incarceration. The ultimate goal (goal A) is to reduce recidivism in the target population.

The Retreat House staff is composed of seventeen full or part-time members, headed by the executive director. The pre-release counseling unit is composed of the director of research and training, a pre-release counselor, and two inmate coordinators. The director of research and training also has a research clerk on the research staff. The post-release counseling unit is composed of the director of counseling, a senior counselor and four counselors, who are assigned special duties for drug/alcohol counseling, employment counseling, evenings and nights providing twenty-four hour availability of counselors for residents. The food services unit is composed of a chef cook and a cook under the supervision of the director of research and training. The administrative unit consists of the administrative assistant, the secretary

and a receptionist under the supervision of the executive director.

At the time of our data collection all positions were filled by ex-offenders with the exceptions of the director of research and training, one counselor position and the positions in the administrative unit. Five of the seventeen positions were held by women and thirteen were held by blacks.

The Retreat House program consists of five phases through which a client should move toward completely independent placement in the community. During Phase I the client is an inmate in the institution working with members of the pre-release counseling unit to develop a suitable rehabilitation plan which will be implemented following release. In Phase II, the client has been paroled and begins residency at the Retreat House facility. This is a re-adjustment period during which the client adjusts to being in Retreat House and out of the institution. He is assigned to a counselor who reviews the rehabilitation plan developed in Phase I and helps the client begin to implement the plan. In Phase III the client should be employed or in school and should be making progress toward fulfilling his rehabilitative plan. Phase IV is the last residential phase during which the client continues to work on his rehabilitation plan and prepares to move out of the house. After a client moves out of Retreat House he is placed in Phase V, a post-residential phase. The client will continue to work with his counselor during Phase V and is encouraged to participate in the weekly group meetings at Retreat House. When the Retreat House staff and the client agree that the client no longer requires regular counseling, he will be released from Phase V.

From March, 1972, when Retreat House opened for residents, through March, 1974, Retreat House served 104 clients of whom 15.4% were white, 74.0% were black, and 5.8% were American Indian. The age range of these clients is from 18 to 63 years old, while the mean age is 28 years 3 months. The mean number of years of school completed is 11.2, although 59.8% had completed high school

or acquired a G.E.D. Of the Retreat House clients, 61.6 % were un-skilled, 28.3% were semi-skilled and 10.1% were skilled workers. At the time of admission to residency, 21.9% of the clients were employed, 68.3% were unemployed and 4.2% were earning wages through odd jobs.

Of 66 clients on whom we have data, 97.0% had been arrested as adults. Of 75 clients on whom we have information, 5.3% had no convictions for gross misdemeanors or felonies, 33.3% had one conviction, 24.0% had two, 18.7% had three and 18.7% had four or more. These data indicate that 38.6% of the clients do not fit the selection criterion of being a multiple-offender, i.e., having two or more felony convictions.

During the period under study, Retreat House served 78 clients who had completed residency. Data on 76 of these clients shows that 64.5% required basic survival needs; 63.2% required job counseling, referral or placement; 52.6% required personal support; 25.0% required drug counseling; and 25.0% required vocational training.

In these five major categories of needs, we found that 73.5% of those requiring basic survival needs received these services; 60.4% of those requiring job counseling, referral or placement received it; 65.0% needing personal support received it; 63.2% needing treatment for drug problems received it; and 47.4% of those needing vocational training received it while in the project. In the five major categories of needs noted at intake, only about 60% are being met while the clients are in the project.

At termination from the project, 40.8% of the clients still needed help with the basic survival needs; 46.1% needed job counseling, referral or placement; 40.8% needed personal support; 17.1% needed vocational training; and 18.4% needed drug counseling. These data indicate that Retreat House must improve its efforts to provide the services required by its clients. One step

recently made was to designate one position as employment counselor and a second as drug/alcohol counselor. We should expect to see more clients with employment or drug problems receiving appropriate counseling in the future, although we would not expect drug problems to be resolved in the relatively short time that clients are residents in Retreat House.

Two measures of in-program success were used for this report. First, we looked at the reasons for which clients were terminated from residency. "Satisfactory" reasons include successful completion and voluntary termination (e.g., transfer to another program). Of the 78 clients who completed residency, 41.0% were terminated for satisfactory reasons, 47.4% for unsatisfactory reasons and 11.5% for unknown reasons. Although 41.0% completed the program for satisfactory reasons, only 29.5% were terminated because they had successfully completed their residential phases. Discounting those on whom the reason for leaving is not recorded, 1/3 of the Retreat House clients successfully completed their programs. We should also note that while 47.4% were terminated from Retreat House for unsatisfactory reasons, only 7.7% were terminated because they had been convicted of a new offense.

Second, we looked at the legal dispositions of clients. Information on legal dispositions were provided on 76 of the 78 former clients. Of these 76 clients, 59.2% had no recorded dispositions, 9.2% had been arrested and released and 2.6% were at large on parole. Each of these dispositions is classified as "successful." Thus, 71.0% of the Retreat House clients were successful in terms of legal dispositions. In terms of legal dispositions, 29.0% were "failures" including 14.5% returned to correctional institutions with new terms and 2.6% returned to finish an old term.

These data indicate that success or failure in the program is not directly correlated with success or failure in terms of legal disposition. Indeed, we found that 56.8% of those terminated from Retreat House for

unsatisfactory reasons were successes in terms of legal dispositions. Moreover, we also found that 18.8% of those terminated for satisfactory reasons were failures in terms of legal dispositions. However, final determination of any relation between program success and legal dispositions must wait until follow-up information can be analyzed.

From April 1, 1972, through March 31, 1974, Retreat House spent \$402,938.95 of LEAA funds, cash match and project funds on client-related expenditures. During this same period, Retreat House provided 12,418 days of service to its clients. The average cost per client per day for this two-year period was \$32.45, an annual rate of \$11,844.25 per client per year. Three factors appear to account for the relatively high per diem costs. First, we included all project expenses, including those for the pre-release counseling phase of the program. Second, Retreat House has a very large staff relative to the staffs of other residential projects. Third, during this period the average population was 63.2% of capacity. Reduction of the staff or increase in the use of the facility would reduce the per diem costs. We would also have a lower per diem were we able to separate all expenditures which do not apply to the residential aspects of the program.

A P P E N D I X A

POST-RELEASE CLIENT CONTRACT

RETREAT PROGRAM  
POST-RELEASE CLIENT CONTRACT

This agreement, made and entered into this \_\_\_\_\_ day of \_\_\_\_\_ 197\_\_\_\_\_,  
by and between the Retreat Program and \_\_\_\_\_.

Whereas, the Retreat Program agrees to accept \_\_\_\_\_,  
as a client to participate in its one year rehabilitation program under the conditions  
listed herein.

Whereas, the Retreat Program and its staff will employ various methods in an attempt  
to assist \_\_\_\_\_ with his readjustment and total rehabilitation.

1. The Retreat Program and its staff will provide counseling upon request 24 hours a day, seven (7) days per week relative to personal, social, family, educational, vocational and employment problems.
2. The Retreat Program will provide meals daily at regularly scheduled times.
3. The Retreat Program will provide a comfortable room, recreation facilities, and other comforts it may have available.
4. The Retreat Program will provide minimal financial aid for such things as: toilet articles, cigarettes, busfare to seek employment, etc. if I have no other income sources.
5. The Retreat Program will assist in obtaining services of various agencies having services of value to him.
6. The Retreat Program will act as a liaison between clients and assigned parole officers in all matters.
7. I, \_\_\_\_\_, do hereby commit myself to the following stipulations which are hereby incorporated as a part of my parole or probation agreement. I know that at any time should I neglect or refuse to carry out any of said stipulations, I would make myself subject to whatever action staff or staff representative (i.e., counselor) may recommend and/or even subject myself to possible dismissal from the Retreat Program and/or revocation of parole, probation, or release agreement.

I.  
HOUSE EXPECTATIONS

A. Orientation

I accept and understand that I will undergo an orientation period which may last up to thirty (30) days, and that during this period I may find myself restricted to the Retreat House until this is fulfilled. I further understand that during this orientation period, I may, as a result of continued progress with my rehabilitative plan, and, at the recommendation of my counselor be able to leave the house for a period of three (3) days and return to the house by midnight of the third day.

B. Curfew

I accept and understand that I will be subject to a curfew of 1:00 a.m. on all nights preceeding a regular work or school day. I further understand, that this curfew has a one-half hour grace period and that this curfew will be eased as I progress on to the other phases.

C. Client Meetings

I accept and understand that I will be obligated to attend all client meetings (Wednesday's 7:00 p.m.) until such time as my phase status is changed and/or my counselor and I can agree to an alternate plan.

D. Counseling Sessions

I understand that I will be obligated to attend, and participate in, a minimum of one (1) counseling session with my counselor per week.

E. Maintenance

I understand that I will be assigned a room and a cleaning assignment which I will be obligated to keep clean on a daily basis. I further understand that at any time I am called upon to aid in the upkeep of the Retreat House, I will aid in this endeavor.

F. House Support Damage Fee

I understand that upon my entrance into the Retreat House I will be obligated to contribute to the House Support Damage Fund a sum of seven (\$7.00) dollars,

five (5) of which will be refunded to me upon my progression to Phase V and/or my dismissal or discharge from the Retreat House providing all keys and Retreat House supplies issued to me, are turned in and room is left in satisfactory condition.

I further understand Retreat House may levy a charge of up to \$19.85 per diem for services rendered to me, depending upon my ability to pay or my eligibility for benefits from some other agency or source.

G. Financial

I understand that upon receipt of my first check or other income, I will open a savings account, through the Administrative Assistant. These savings cannot be touched except in an emergency or with special permission of Retreat Program's Executive Director, until such time as I am released from the Retreat Program.

I further understand that upon receipt of my first check or payment, I will no longer be eligible for financial assistance from Retreat House except in emergency situations and then for only reasonable amounts that I will be required to repay out of my next check.

H. Illegal Activities

I understand and accept that any participation in any activity which, according to law, can be construed as illegal, (especially if performed within the boundaries of the Retreat House, including Retreat House vehicles) can, and in most cases will, result in immediate termination from the Retreat Program. I understand that included in the above, are the following stipulations:

1. No weapons are to be brought onto the premises.
2. It is prohibited to bring or use liquor or alcoholic beverages on the premises.
3. It is prohibited to bring or use any narcotic substance (except by doctors order) on the premises.
4. There will be no theft, mistreatment or unauthorized use of any client's personal belongings.

5. There will be no unwarranted violence or threats of violence to other clients or members of the Community Retreat Corporation or its staff.

I. Urine Specimens

I understand that I am obligated to give urine sample, immediately, upon request of my counselor, the alcohol and drug counselor, or any other authorized member of the staff.

II.  
MEDICAL

A. Physical

I understand that during my orientation period, an appointment will be set up for me to obtain a complete medical and/or physical examination and I will be obligated to keep this appointment.

III.  
DRUG AND ALCOHOL

A. Urine Sample

I understand that if granted a three (3) day furlough, I will be obligated to give a urine sample immediately upon my return.

B. Treatment

I further understand and accept that any two (2) consecutive dirty, urine specimens will result in the Drug and Alcohol Counselor recommending treatment through whatever sources he deems feasible.

IV.  
EDUCATIONAL-VOCATIONAL

During my orientation, I understand and accept that my plans will be discussed. Whether my rehabilitative plan calls for obtaining employment or seeking to further my education (academic or vocational); I must obtain approval from my counselor before changing these plans. I also understand that I will be expected to actively pursue my rehabilitative plan and that if I fail to do so, this could result in my

termination from the program.

V.  
GUESTS

I understand and accept that all my guests will register with the receptionist or whoever is attending the front desk.

I also understand that unless permission is granted by the staff member in charge, all guests are required to leave the premises by 12:00 midnight. There are to be no female guests allowed beyond the lobby area. Any client caught sneaking or attempting to sneak, a female into his room or any other unauthorized areas of the house, can be subject to termination from the program.

VI.  
CARS

I understand and accept that I am obligated to discuss, with my counselor, any plans I may have for obtaining a motor vehicle. I will not obtain a vehicle until such time as I have gained whatever final approval is needed, obtained a valid drivers license and arranged for liability insurance.

I have read this contract and I do understand its meaning, bearing this in mind, I agree to follow this contract and live up to its expectations. However, I do understand that within two (2) or three (3) weeks of my arrival at the Retreat House and periodically thereafter amendments may be made to this contract.

I further understand that this contract including attached rehabilitative plan will be incorporated as a part of my parole, probation and/or release agreement and any violation or violations of the terms and conditions herein contained may or most likely will result in a violation recommendation by the Retreat House staff.

VII.

I have had this contract read to me by \_\_\_\_\_ and I fully understand all its implications and agree to all that is contained herein.

VIII.

I have read this contract and I fully understand its implications and agree to all that is contained herein.

\_\_\_\_\_  
Client

\_\_\_\_\_  
Date

\_\_\_\_\_  
Pre-Release Counselor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness

A P P E N D I X B

(CIES)  
CORRECTIONAL INSTITUTION ENVIRONMENT SCALE  
Subscale Descriptions

Correctional Institution Environment Scale  
(CIES)

SUBSCALE DESCRIPTIONS

A. RELATIONSHIP SUBSCALES

1. Expressiveness      Measures the extent to which residents are encouraged to take initiative in planning activities and take leadership in the project.
2. Support              Measures the extent to which residents are encouraged to be helpful and supportive toward other residents, and how supportive the staff is toward residents.
3. Involvement        Measures how active and energetic residents are in the day-to-day functioning of the program, i.e., interacting socially with other residents, doing things on their own initiative, and developing pride and group spirit in the program.

B. TREATMENT PROGRAM SUBSCALES

1. Practical Orientation      Assess the extent to which the resident's environment orients him toward preparing himself for release from the program. Such things as training for new kinds of jobs, looking to the future, and setting and working toward goals are considered.
2. Personal Problem Orientation      Measures the extent to which residents are encouraged to be concerned with the personal problems and feelings and to seek to understand them.
3. Autonomy              Assesses the extent to which residents are encouraged to take initiative in planning activities and take leadership in the unit.

C. SYSTEM MAINTENANCE SUBSCALES

1. Order and Organization      Measures how important order and organization is in the program, in terms of residents (how they look), staff (what they do to encourage order) and the facility itself (how well it is kept).

2. Staff Control

Assesses the extent to which the staff use measures to keep residents under necessary controls, i.e., in the formulation of rules, and scheduling of activities, and in the relationships between residents and staff.

3. Clarity

Measures the extent to which the resident knows what to expect in the day-to-day routine of his program and how explicit the program rules and procedures are.

**END**