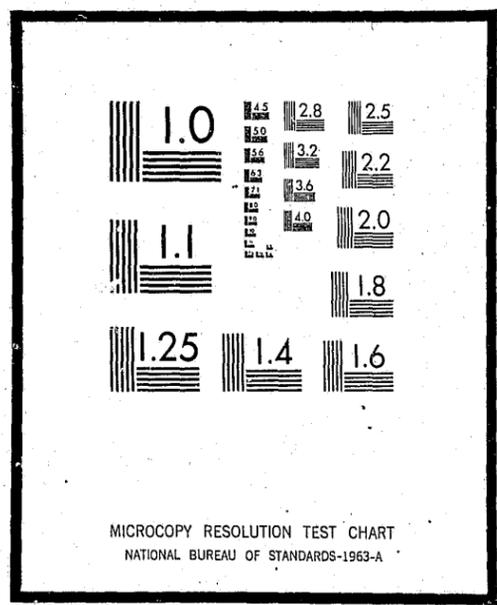


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Minnesota -

COMMUNITY CONTINUUM PROGRAM

THE MANSION

A Preliminary Evaluation Report

prepared by

Project Evaluation Unit

Governor's Commission on Crime Prevention and Control

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I. DESCRIPTION

The Mansion, sponsored and administered by the Minnesota Department of Corrections, is currently in its second year of funding by the Governor's Commission on Crime Prevention and Control. The dollar amounts of the project's prior, current and proposed funding are shown in Table I.

TABLE I			
<u>MANSION FUNDING</u>			
Year	LEAA	Matching	Total
1972	\$56,142.00	\$110,640.00	\$166,782.00
1973	29,744.00	57,254.00	86,998.00
Proposed (1974)			122,783.00

This report covers the period from the beginning of the project in August, 1972 to the present.

A. BACKGROUND INFORMATION

As part of its efforts to foster community-based programs for delinquent youths, the Department of Corrections instituted an Institution Community Continuum Program for male youths who were committed to the Reception and Diagnostic Center at Lino Lakes. The program was composed of treatment in three phases. In Phase I, called the Institution Phase, the youths were placed in a group in a cottage at the Center (six to ten youths), and together followed the institutional program. In addition to the normal program, the youths attended group therapy sessions five times per week. The

first phase usually lasts from eight to fourteen weeks. The youths were then released on parole, but continued to meet as a group at a community center in Minneapolis. The third phase consisted of normal parole supervision until the youths were individually discharged.

As a means of increasing the community aspect of the continuum program, the Department of Corrections, with LEAA assistance, funded the Institution Community Continuum Community Residence, called the Mansion. The function of the Mansion was to move the first phase of the program from the institution to the youths' community. This change brought about two fundamental changes in the treatment program. First, the youths followed their normal daily routine in the community, and were given the opportunity to maintain closer contact with family members and friends than was practical at the Diagnostic Center. Second, the treatment program changed to a "continuous intake" procedure. Rather than the youths beginning and moving through the program phases together, the program at the Mansion allowed new group members to enter the program as an older member left the residence. Thus, the treatment group at the residence is comprised of youths at different stages of the program, some just beginning, those who have become familiar with the program and are receiving treatment, and those who are ready to move out of the residence.

The second two phases of the treatment program remain essentially the same. Phase II consists of parole, with required attendance at group meetings, and Phase III is regular parole. The only changes in the latter two phases are that Phase II youths now attend the group meetings at the residence

along with the Phase I youths, and the Phase III youths can be released from parole at the end of Phase II at the recommendation of the staff.

The project began receiving funds in August, 1972. By December, 1972 the staff had been assigned and trained, and a home was purchased. It is located at 341 Dayton Avenue in St. Paul, a residential area comprised of large homes and apartment houses.

The project staff elected to move the community phase from Minneapolis to St. Paul because they felt that Ramsey County would be able to provide the project with an adequate number of referrals more easily than could Hennepin County, which had already developed resources which would compete for the referrals.

B. PROJECT GOALS

The Mansion stated its overall goal to be "to effect rehabilitation without the use of an institution yet maintaining the control of such within the community setting." It listed three specific goals in its 1973 LEAA grant request.

1. This project will reduce the number of youths that are sentenced or returned to state juvenile institutions from Ramsey County.
2. Improve the self-concept of the client.
3. Provide a resource for total learning.

The same statement of the project's goals and objectives contained the following objectives (not enumerated) through which the project proposed to realize its goals.

1. The project proposed to develop a "total milieu" approach in its treatment program, one which would involve in the same program the actions of "the corrections agent, the school personnel, the parents and family, friends and any other significant persons or agencies in the community or the delinquent's life."
2. By dealing with the individual youths in the community, the project could work with the youths "immediately in the context of the situation," something which the staff felt was more realistic than the process of removing the youth from the community and the problems he is facing there, dealing with community-related problems in the context of the institution and then sending the youth back to the environment which fostered the problems.
3. The project proposed to utilize needed services from community service agencies, thus putting the responsibility for services on the youth's community rather than the state, and reducing the duplication of services provided by the community, the field services units of the Department of Corrections, and the state institution.
4. The project would act as a coordinator of the range of social and other services.

The project staff is currently reviewing both the goals and objectives in order to provide in them statements that are more amenable to measurement. For example, the primary goal statement uses the term "control." The project staff members are working to develop empirical measures for this and like terms. The end result will be goal and objective statements which can readily be used to determine the effectiveness of the project. This action is highly commendable.

C. TREATMENT PROGRAM

The target population for the Mansion comes from youths who have been sent to the Metro Training Center by the Ramsey County Juvenile Court. A

staff member meets with prospective clients to explain the program and to screen the client. If all parties, the Court, Metro Training Center staff, and project staff and the client, agree to placement at the Mansion, the client is transferred to the residence. He initially goes to the residence for a "pre-placement" visit for a day or two in order to meet the residents, the rest of the project staff and decide if he wants to become a member of the program.

This pre-placement visit is going to be changed to a two or three week period. The project staff has reasoned that nearly all of the unsuccessful adjustments (clients who run away, etc.) occur in the first three weeks. Clients who have stayed that long tend to complete the program. The Evaluation Unit is analyzing data from group homes which supports the feelings of the Mansion staff. There does seem to be a critical point in residential treatment programs, around four weeks, at which the clients who are going to make it through the program decide to remain. As more data is collected for analysis, a more conclusive statement can be made. Because the adjustment period tends to be longer than the current pre-placement visit, the project staff is going to lengthen the time in the residence before the client formally commits himself to the project.

A condition of each client's admission to the Mansion is a commitment to work toward individual goals. The goals are in three basic areas: school work, vocational training and employment. Once the client is formally accepted into the project, he develops a contract in which he states the goals he sets for himself, and the steps by which he will reach these goals.

The goals are phrased in terms of the three areas of achievement noted above. The meeting at which the client works out his contract is attended by his assigned counselor (called the counselor advocate), a Department of Corrections agent and others who are relevant to the client (parents, other corrections personnel, etc.)

The client presents his proposed contract to the rest of the residents at a group meeting. If it is approved, the client signs it, along with the counselor advocate and corrections agent. The treatment program for each resident, then, is the pursuit of his contract goals and attendance at group meetings four nights a week.

The group meetings are a central part of the treatment program. They are based on the tenets of Transactional Analysis, a group therapy approach which has been successful in institutions and is being applied in community-based projects. In the group meetings, held four nights a week, the clients talk about problems which they are facing, and listen to the other members speak of their problems. As the group members get to know each other, they are able to confront each other, directing each other to face his problems, at the same time providing the support of people with similar histories who are dealing with the same kinds of problems. Because of the frequency of the meetings, the confrontation and support can be maintained fairly consistently.

The progress of each client is gauged by six stages which he moves through, each stage allowing more personal freedom and at the same time imposing a greater degree of responsibility. Each resident's movement from one stage to the next is contingent upon the approval of the group at the group meetings.

In Phase I the resident is not allowed to leave the residence unless accompanied by a staff member. At Phase II, the point at which the resident makes a commitment to stay as a member of the Mansion, he is allowed to leave the residence alone in order to attend school, work or engage in other activities which are part of his contract. During this phase he is expected to return to the residence when the particular tasks for the day are completed.

The individual client's progress in his tasks and his faithfulness to the rules of the phase are used by the group to judge his readiness to move on to subsequent phases. When he moves to Phase III, he is given the privilege of leaving the residence for leisure activities during the late afternoon and evening. If he remains out of trouble and maintains progress toward his contracted goals, he is eligible for the added privilege in Phase IV of getting permission for overnight stays away from the residence. Thus, along with the combination of greater freedom and personal responsibility, the resident is also strengthening his community and family ties.

When a resident moves to Phase V he is allowed to move out of the residence. At this point he is still in the custody of the Department of Corrections and is a member of the Mansion. He still must attend group meetings and receive the sanction of the group to remain in that phase. During this phase, the group has the option of allowing attendance at fewer group meetings. Phase VI is reached when the group agrees that the resident can end his formal contact with the group as a member of the project. If the Department of Corrections agent approves, the client can request a transfer to regular parole. He then remains in custody of the agent until the agent petitions the court to release the client from parole.

D. STAFF

The total staff complement is eight, comprised of four counselors, a house manager, an agent assigned to the project by the Department of Corrections, the project director and a cook. The following figures, which are also included in the current grant application, state the various responsibilities of each staff member.

COUNSELORS - four - full-time

1. Assigned to and responsible for individual clients in the program.
 - a. coordinate the completion of Transactional Analysis Orientation schedule
 - b. make contact with school or employer at least once per week per client
 - c. participate with youth and house agent in writing contract
 - d. review progress toward treatment goals on a daily basis with the client and bi-weekly on all cases with the agent
 - e. make initial family contact and work with family adjustments when appropriate
 - f. assist youth as needed to make job interviews, fill out applications, make initial school contact, etc.
2. Govern daily activity in the house.
3. Organize and carry out group activities
4. Attend weekly house meetings, and group treatment when it occurs on his shift.

HOUSE MANAGER - one - full-time

1. Organize and schedule counseling staff.
2. Maintain bookkeeping records of all expenditures

3. Purchase all necessary equipment, supplies and incidentals necessary to the physical operation of the program.
4. Assist the project director in the selection of personnel.
5. Supervise the cook.
6. Maintain the upkeep and repair of the facility and premises as per the terms of the lease.
7. Provide schedule supervision and be available to help counselors in the performance of their duties.
8. Act as group treatment leader on a half-time basis.
9. Assist in the collection and maintenance of data.
10. Evaluate and rate counselors on their job performance.

CORRECTIONS AGENT - one - full-time

1. Administer and interpret individual life script.
2. Supervise counselors in maintaining client treatment objectives by review of contracts
3. Prepare reports as required by the Action Panel (formerly the Youth Conservation Commission) and Ramsey County Court Services.
4. Represent the client and the project at hearings and court appearances.
5. Act as group treatment leader on a half-time basis.
6. Provide supervision of extant parole caseload.
7. Interview and screen potential clients for acceptance into the program.
8. Be available for shift coverage when warranted.
9. Assist in the collection and maintenance of data.

PROJECT DIRECTOR - full-time

1. Interview and hire program personnel.
2. Provide for on-going staff training.

3. Supervise the data collection process.
4. Provide for on-going evaluation.
5. Represent the project to the community.
6. Administer direct supervision and evaluate job performance of the house manager and corrections agent positions.
7. Oversee project expenditures and govern the use of all project funds.
8. Primary responsibility for writing, submission and implementation of the grant.

II. PROGRAM EFFECT

As of March, 1974, the project had accepted thirty-five youths into the residence. Data on the former and current residents has recently been collected by the project staff, but it was not collected in time to permit analysis of the data for this report.

There are six youths currently in the project as residents. Five youths are in the post-residence phase on probation or parole. The table below gives the status of the 24 youths who have been terminated from the project.

TABLE 2	
<u>STATUS OF TERMINATED RESIDENTS</u>	
Status	Frequency
Discharged, Satisfactory	4
Completed Program, Unsatisfactory	2
Terminated During Program, Unsatisfactory	18

The two youths who were classified as unsatisfactory after completion of the program had had their parole revoked by the Department of Corrections. The eighteen youths who were terminated before they had completed the program were the people mentioned earlier in the discussion of the initial adjustment period. They all had prolonged and repeated instances of running away from the residence during the first three weeks of their program. In some cases, the clients in this category ran away within a day or two of moving into the residence.

It would be grossly unfair to judge the effect of the project based on these figures. As other projects are experiencing the same problems, these figures point to the fact that the youths are moving into a situation totally different from the institution. They are joining a group of people who are motivated to take on responsibility for others and increase their self-control.

The Mansion staff has made some changes which hopefully will increase the number of youths who stay in the program until its completion. They are reviewing the screening procedures in order to determine how they might better predict whether or not a youth will fit into the group. The staff feel that the most needed change is the longer pre-placement visit, so that they can observe the prospective resident's interaction over a reasonable period of time.

At present, the project selects clients from youths who have been sent to the Metro Training Center by the Ramsey County Juvenile Court. The project expects to change from the Department of Corrections as sponsoring agency to the Ramsey County Department of Court Services. This will give the project a better position in selecting youths, as the Juvenile Court judge will have the project as a direct resource. Presently the judge has no way of knowing if the youths he sends to the Metro Training Center will remain in the institution or go to a residential facility. This change should strengthen the project's intake procedure.

The data that has been collected on the Mansion residents will be analyzed in the near future. At that time we will be able to provide some measures of the program's effectiveness.

END