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Liliha House: An In-Community
Residential Program. Evaluation
and Recommendations

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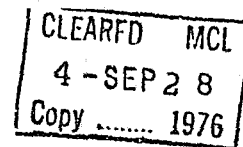
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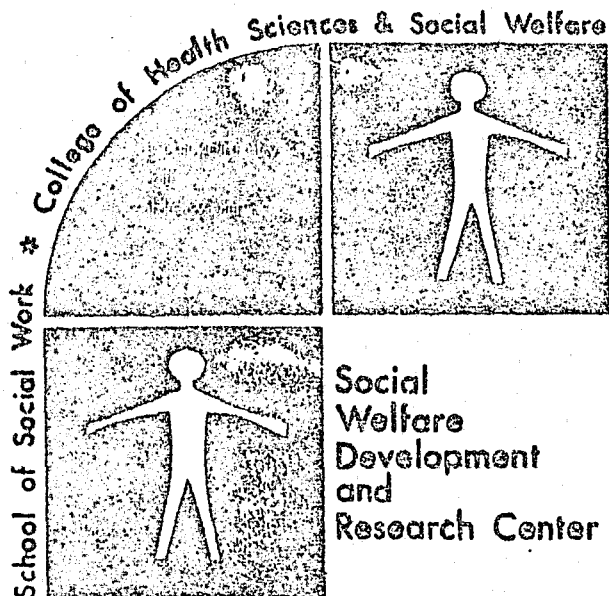
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LILIHA HOUSE:

an in-community residential program

EVALUATION AND RECOMMENDATIONS



JUNE, 1974

REPORT NO. 131

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LILIHA HOUSE: AN IN-COMMUNITY RESIDENTIAL PROGRAM

Evaluation and Recommendations

John Howard Association

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**June, 1974
Report No. 131**

PREFACE

The Social Welfare Development and Research Center (SWDRC) at the request of the John Howard Association's Liliha House Advisory Board agreed to prepare a second evaluation report of the Liliha House program. During the past two years since the first evaluation was completed (SWDRC Report No. 60), the Center has followed the development of the Liliha House program with much interest and provided technical consultation to the staff. We are pleased that the Advisory Board has recognized the need for a formal evaluation.

The SWDRC has long advocated the need for continuing evaluation and research in order to determine program effectiveness. The President's Commission on Law Enforcement and Administration of Justice* has noted that almost every industry makes a significant investment in research. The Defense Department allocated 15% of its budget for research while only a fraction of 1% of the total expenditure for crime control is used for research. The Commission report goes on to say, "There is probably no subject of comparable concern (crime control) to which the Nation is devoting so many resources and so much effort with so little knowledge of what it is doing," and that "expanded research is essential for preventing crime and improving the effectiveness of criminal justice." The Commission urged operating agencies to systematically scrutinize, evaluate and experiment with their programs and noted that agencies that have recognized their responsibilities for research have found ways of improving their effectiveness.

The John Howard Association and the Liliha House Advisory Board have taken their responsibility for evaluation seriously, and should be commended for their efforts. While experimental research is not yet a possibility for

*the President's Commission on Law Enforcement and Administration of Justice. The Challenge of Crime in a Free Society. (Washington, D. C.: United States Government Printing Office, 1967), p. 273, 300.

the Liliha House program, the staff have made efforts to gather pertinent data, keep records, and establish measurable objectives which have aided in the descriptive research and evaluation approach used for this report.

In preparation of this report we wish to acknowledge the cooperation of the Liliha staff and the Adult Probation Department. The Liliha House staff, Miki McGarvey and Mel Ando, cheerfully gathered all the data requested. Herry Kanada, Program Specialist with the Adult Probation Department, arranged for our staff to interview individual Probation Officers regarding the post-Liliha House behavior of former residents. The cooperation of all the Probation Officers greatly assisted our staff in gathering needed data.

The report was prepared by Kathleen Stanley, Program Specialist at the Center. Dr. Clifford O'Donnell, SWDRC Researcher, assisted with the data analysis and the entire staff participated in the formulation of recommendations.

The SWDRC realizes that some of the recommendations may be beyond the capability or resource of the John Howard Association to implement. Regardless of this reality, the Center will continue to provide the Liliha House staff and Advisory Board technical assistance in the adoption of any of the proposals and recommendations made in this report that are deemed feasible and acceptable.

Jack T. Nagoshi
Director
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INTRODUCTION

Liliha House, serving the community since September 1970, is a half-way residential facility administered by the John Howard Association. The Association established an Advisory Board composed of agency and community people to assist in program development. Originally, Liliha House was designed to serve as a "crisis-intervention center" for adult males. The primary target groups were adult ex-offenders including those released from Hawaii State Prison, the Honolulu City and County Jail, and those on probation. Other men in need of short term care were also served. The goal of the program was to provide residents of Liliha House a chance to find new and constructive means to re-adjust to the community. Food, shelter, job assistance, and counseling were provided in the hope that each resident would be able to adjust in the community after leaving the program.

The Liliha House program was evaluated at the end of the first year of operation by the SWDRC at the request of Russ Takaki, then administrator of the Board of Paroles and Pardons, Department of Social Services and Housing. The 1970 Legislature had appropriated funds to the program through the Department of Social Services and Housing. Before funds for the second year were released, the Department decided that an evaluation should be made of the program's effectiveness.

The evaluation (SWDRC report no. 60) recognized the contribution Liliha House had made to the community and recommended continuation of the program with modifications. The program modifications recommended were:

- "(1) Defining more clearly the target population - who can and cannot be served, and where those refused admittance can be referred;

- (2) Restating the program objectives in measurable terms;
- (3) Selecting an intervention strategy or practice theory that sets forth specific principles and guidelines for intervention;
- (4) Establishing a research strategy based on the intervention strategy and concerned with studying the characteristics of the subject population; and
- (5) Writing a contract specifying the obligations and roles of the various people involved in the project, the funding source, the John Howard Association, program administrators and staff, the advisory board, referring agencies and consultants.**

During the early months of 1972, Miki McGarvey (House manager)** staff of John Howard Association, and members of the Liliha House Advisory Board proceeded to seek ways and means to implement the recommendations through a series of meetings with SWDRC staff. Mr. McGarvey was encouraged to consider seriously the program approach of the Adult Furlough Center (now KCRC), a contingency contracting system based on the principles of reinforcement and learning theory. During the Summer and Fall of 1972, the staff at Liliha House established a behavior modification-contingency contracting system. The staff re-defined the population to be served deciding to offer Liliha House services to probationers and JR cases (men released from jail on their own recognizance while awaiting trial) who would otherwise be incarcerated in the County Jail at Halaawa.

As a part of the contingency management system a negative sanction was included in the program. This sanction provided that a resident who failed in the Liliha House program would be returned to jail to serve his sentence or await trial. To facilitate implementation of the contingency management program, the John Howard Association provided funds to purchase

* Social Welfare Development and Research Center, Liliha House: Evaluation and Recommendations, University of Hawaii, Report No. 60, January 1972, p. 7.

** Mr. McGarvey was replaced by Mr. Mel Ando in 1974.

the services of Mr. Wayne Matano, who provided much needed consultation services during the later part of 1972 and early 1973.

During this time, Liliha House moved from Liliha Street to Lower Pacific Heights Road, to a larger more comfortable home which had enough space to house eight residents and two live-in counselors at a given time. A full-time correctional counselor and two part-time live-in counselors were added to the staff.

This report focuses on the program as it functioned under the contingency management approach beginning in July, 1972. An attempt is made to outline the theoretical framework and rationale for the program especially the contingency management model. The report also includes a discussion of the behaviors of the residents as they relate to achieving the program objectives, the relationships between variables, and finally, recommendations for program improvement.

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THEORETICAL FRAMEWORK AND RATIONALE FOR THE PRESENT PROGRAM

Community-Based Corrections

The Liliha House program is an attempt to develop a treatment model with specific techniques which will be a part of a community corrections system. The program corresponds to the design and objectives contained in the Hawaii Correctional Master Plan calling for community-based correctional programs. As part of a community corrections system, it is designed to serve as an alternative to jail, a part of the Criminal Justice System which has very few program alternatives.

Persons awaiting trial as well as those sentenced for less than a year are committed to the City and County Jail at Halawa where program services are limited. Most offenders who are convicted are placed on probation (approximately 80%) where the probation officer presumably provides counseling and other social services. However, it is often claimed that because of the large number of probationers and insufficient number of probation officers only limited services and counseling can be offered. While there is research evidence that probation is generally more humane and effective than incarceration, there still exists a need for residential community programs for offenders who require intensive support and treatment service.

The need for community-based corrections is not only that they can provide services presently unavailable but practical as well. It is generally cheaper to house an offender in a community-based facility rather than in an institution. Detention of a resident in Jail costs approximately \$18 per day while the cost for a resident at Liliha House is \$13 per day. In addition, residents who are employed are contributing to our economy.

Thus, the program attempts to fill a gap in the criminal justice system, an alternative to incarceration and to test the efficacy of a specific

treatment model - contingency management, a behavioral approach.

Contingency Management*

The program approach at Liliha House is based on operant psychology, more commonly known as behavior modification and is closely associated with the theory and research on learning and motivation in psychology. The approach contains a wide variety of therapeutic strategies for producing and maintaining positive behavior changes in many different clinical and institutional populations (for reviews, see Bandura, 1969; Franks, 1969; Kanfer & Phillips, 1970; Ullman & Krasner, 1969).

The approach is characterized by four major features. First, there is a constant emphasis on observable events. In its conceptualization of human behavior, the approach focuses almost entirely on observable behaviors and stimuli. When it becomes necessary, however, to employ terms referring to unobserved, internal events, these terms are usually anchored eventually to other observable events. This general strategy stands in sharp contrast to many psychodynamic formulations of behavior in which there is heavy use of theoretical constructs referring to a variety of internal, unobservable events (for review of this difference, see Mischel, 1968).

The second general feature of the behavioral approach is the importance attached to environmental contingencies in the production, maintenance, and elimination of behaviors. The view is that many human behaviors (abnormal and normal) are maintained or changed on the basis of environmental or situational events that occur prior or subsequent to the behaviors. (Bandura, 1969; Reynolds, 1968; Thorp and Wetzel, 1969).

*This section explaining the general nature of behavior modification is adapted from a report written by William Higa for SWDRS, Social Welfare Development and Research Center, Therapeutic Handling of Children at Hale Ho'omalu (University of Hawaii, Report No. 57, October, 1971), p. 5-14.

That is, statements about the causes of behavior are usually formulated in terms of environmental events that are related functionally to the behavior. This feature also stands in marked contrast to many psychodynamic conceptualizations in which the causes of behavior are viewed as the dynamic forces of intrapsychic events.

The third characteristic of the behavioral approach is the emphasis on the necessity for empirical evaluation. In the experimental psychology of learning (with which the behavioral approach shares a close association), the scientific method is typically employed in the evaluation of hypotheses on behavior-environment relationships.

Similarly, there is an ever-present concern for empirical confirmation and evaluation of any intervention strategy (Tharp and Wetzel, 1969; Ullman and Krasner, 1969). That is, workers typically design intervention plans in such a manner that objective and reliable evidence can be collected on the effects of the plan on the target behaviors. In a practical sense, the concern for empirical evaluation is simply that without such empirical evidence there is no sound basis for making decisions such as concluding success or failure, continuing or terminating, or changing features of the intervention.

The final characteristic of this approach is its incorporation of learning principles from the experimental psychology of learning (Bandura, 1969; Knafer & Phillips, 1970). In general, these learning principles involve those dealing with operant (instrumental) conditioning and respondent (classical) conditioning (see Reynolds, 1968; Staats & Staats, 1963).

The behavioral approach at Liliha House can be described as the application of the strategy of contingency management (Honne, 1966), which has its conceptual basis in the theory and research on operant conditioning

(Horig, 1966; Reynolds, 1968; Tharp & Wetzel, 1969). The central feature of contingency management is simply: "arrange and manage reinforcement (or reward) contingencies such that desired behaviors are increased in frequency and maintained, and undesired behaviors are decreased in frequency and/or removed."*

In summary, the behavioral approach is characterized by an emphasis on observable events, a focus on environmental contingencies, a concern for empirical evaluation, and the systematic application of learning principles.

The rationale for selecting a behavioral approach as the intervention strategy for Liliha House involves four general reasons: (1) theoretical considerations; (2) empirical evidence; (3) operational advantages; and (4) resident benefits.

From a theoretical viewpoint, if we accept the notion that in-community treatment is beneficial in providing a setting in which the resident can acquire acceptable practical work day skills, then the selection of contingency management as a treatment follows, as the approach seeks to arrange the environmental contingencies to reinforce the practice of these behaviors. The approach complements the recent notions in corrections which emphasize treating the offender in his own community, helping him to cope with the environment which he must deal with when released from the custody of the courts or correction programs.

The second reason for employing behavioral techniques at Liliha House is empirical. The research literature abounds with examples and documentation of the failure of the individual psychoanalytic approach in effecting prevention and treatment. (Eysenck, 1961; Meyer, Borgatta,

*Tharp, R. G., & Wetzel, R. J., Behavior Modification in the Natural Environment, (New York: Academic Press) p. 23.

and Jones, 1965; Jeffery, 1971; Fischer, 1973).

On the other hand, the research literature (Ayllon & Azrin, 1968; Bandura, 1969; Franks, 1969; Bergin & Garfield, 1971; Yates, 1970) demonstrates that therapeutic strategies based on behavioral principles have had highly successful and positive outcomes with a wide variety of behavior problems. Research has also shown the effectiveness of this approach with delinquent children and adults (Cohen, Filipczak, Bis, Cohen, 1968; Phillips, 1968; Sarason, 1968, 1969; Tharp & Wetzel, 1969). Public and private agencies in Hawaii have also initiated a number of programs employing behavioral principles with success. Behavioral strategies have been incorporated into the programs at the Hawaii Youth Correctional Facility, the In-Community Treatment Project at Palama Settlement, the Palolo Youth Development Project, the Adult Furlough Center now the Kamehameha Conditional Release Center of the State Corrections Division, the Kailua Intermediate School TOP Project, the Kailua High School Learning Center Project, the Hilo High School "School Within-a-School Project", the Family Court's Buddy System Project financed by Model Cities funds and many others. Such experiences suggest its applicability to Liliha House.

A practical reason for selecting this approach lies in the operational advantages it offers to the Liliha House program. The use of contingency management results in efficient operation of the House. Chores can be performed cooperatively and willingly, and rules and regulations are clearly defined behaviorally enabling the resident to understand what is expected of him and choose to receive the favorable or unfavorable consequences based on his own behavior. Lengthy discussions or arguments about who is to do what are eliminated and many of the "hassles" very common in

residential programs are minimized.

A second operational advantage to the use of behavioral techniques is the provision of more consistent and systematic management of behaviors. Inconsistencies in staff performance and between staff are reduced as the staff procedures in managing and dealing with the residents are clearly specified in a consistent and systematic fashion.

A third advantage is the possibility of more effective communication among the staff and with other agency personnel regarding the behavior and progress of the resident. The language used describes specific behaviors and thereby increases the likelihood of clear and accurate communication. This enables the staff and other agency personnel to make more efficient decisions regarding program planning for the resident. When a language of specifics is employed as in a contingency management system the communication between the staff and the residents is also more effective and meaningful. The resident discusses his behavior with the staff in concrete terms with reference to his actual behavior and the consequences of the behavior. The art of "conning" is disfunctional for the resident in such a program. Excuse giving, long explanations, asking for another chance, and pleading do not gain the desired results. For instance, the privilege of a weekend furlough is not based on the resident's ability to "con" the staff into granting him the furlough but the resident's completion of a weekly contract which specifies his household chores and attendance at work. The resident can thus connect the positive result, i.e., the furlough with his performance of the desired behaviors and not his ability to "con".

The fourth reason for selecting a behavioral approach for the Liliha House program is the benefits it offers to the residents. Three features among others of the contingency management program particularly lead to

benefits for the residents. They are: (1) clearly defined and specified contingencies between behaviors and consequences; (2) consistent and fair application of contingencies; and (3) employment of positive contingencies.

Clearly defined contingencies between behaviors and consequences places responsibility on the resident for his behavior. The resident makes decisions regarding what he will do and his behavior is followed by the consequence specified. Thus the resident learns that he can control what happens to him. For many people who have become involved in the criminal justice system this is a valuable experience, as previous experiences may have convinced the resident that he has little control over his life. Moreover, clearly defined contingencies provide the resident with certainty and stability. He knows what the program is, what is expected of him, what will happen as a result of his behavior, and that the program will not change capriciously.

The second feature, consistent and fair application of contingencies, leads the staff to treat all residents fairly and equally. Again the "con artist" is at a disadvantage because now his consequences are based on his performance of specified behaviors and not on his ability to "con". He receives the same treatment as his less con-wise fellow resident. Treating residents differently because of ethnic background, personal liking, or for any other reason is greatly reduced in a contingency management system. Fair and equal treatment is given to all residents.

Finally, the employment of positive contingencies benefits the resident in providing him the opportunity to enjoy positive and pleasant experiences. The privileges he earns such as movie passes enable him to enjoy himself in a socially acceptable way. His weekend furloughs allow him to join his family or friends for fun and relaxation. The emphasis on giving positive social reinforcement for good performance enables the resident to have feelings of self-worth, and to feel valued for the "good" things he does.

The behavioral approach has a sound theoretical basis and a persuasive rationale to recommend its use as the treatment model for the Liliha House program. It is through the consideration and acceptance of this viewpoint that the contingency management program was developed.

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PROGRAM DESCRIPTION

Goals and Objectives

The three stated goals of the Liliha House program are (1) to serve as an integral part of the criminal justice system, (2) provide services to assist residents in preparing for life in the community, and (3) to have residents develop habits of behavior which will make unlikely the recommission of crime and will lead instead to successful participation in the mainstream of society.

The objective associated with the first goal is for the program to serve as an alternative to a jail sentence, an alternative to detention in jail for those awaiting trial, and as a program for probationers who need a supervised structured environment.

The objectives related to the provision of services to assist residents in preparing for life in the community emphasize learning and practicing the basic skills needed for independent living. Room and board are provided to enable the resident to have a stable living situation while preparing to live independently in the community. The staff assist the residents in finding and maintaining employment, also in opening a savings account and maintaining a budget.

Individual counseling is provided to assist the resident in handling personal and family problems while group counseling is provided to handle the problems of living in the house. The group counseling also provides a vehicle for the residents to help each other and to assess their progress toward leaving Liliha House. Referrals to other resources and community agencies are made to assist the resident in dealing with his employment or personal problems.

To increase the likelihood that a resident will not commit an offense after leaving Liliha House, he is expected to develop those habits that will make it more likely he will succeed in the community. The objectives for this goal include: (1) securing and maintaining employment and/or training; (2) establishing a savings account; (3) paying room and board; and (4) finding a place to live upon release from Liliha House. If the resident is able to accomplish these objectives he will more likely be on his way to acquiring the habits of working steadily, using money wisely, saving, and being able to cope with the daily problems of living; thus making it less likely that he will find himself in circumstances which encourage the commission of crime. The contingency management program is designed to provide practice of these desirable behaviors.

Target Population

The program is designed to serve males between the ages of eighteen and twenty-two who have committed a crime for which they will not be sent to prison. Probationers who have been sentenced to jail and have served part of their jail sentence and those probationers sentenced to Liliha House as a condition of probation are the primary candidates for the program. These kinds of probationers are given priority over other offenders though some men released on their own recognizance while awaiting trial are accepted by the program.

Program Design

The contingency management program at Liliha House had three components; a contracting system, a token economy, and a group process. Underlying the contingency management approach are positive and negative consequences for the resident who participates in the program. The positive consequence

for successful participation is leaving Liliha House, and the negative consequence is the possibility of being returned to jail. In order to motivate the resident to achieve the objectives of the program, clear contingencies between what he is to do and what will happen to him have been established. For performance and achievement of objectives the resident will leave the House with a good recommendation from the staff, for failure to perform or achieve and for major violations of House rules such as use of violence the resident will be returned to jail.

Much effort has been spent to establish the procedures by which both positive and negative consequences could be carried out. However, the failure to work out these procedures with the Adult Probation Office and the Judges of the Circuit Court has hindered program development. Although one of the Judges developed a document clearly delineating procedures for use in his court, this was not used consistently by the other Judges.

The contracting system employs a long range contract and weekly contracts for each resident. (See Appendix A) The long range contract is written by the resident and staff when the resident enters the program. It states the goals for the resident while he is at Liliha House and specifies the reward for completion, discharge from the program. The weekly contract specifies the tasks the resident must complete during the week such as to seek employment, do house chores, save money, and the number of points he will earn for completing each task and the point cost of weekend furloughs. The contracts cover Fridays through Thursdays prior to the evening group meeting. The weekend furlough, a pass allowing the resident to spend the weekend with relatives or friends is the most powerful reward used in the program. Other privileges are available for purchase with points including a fifty dollar a month rent discount and additional

furlough time during the week. (See Appendix B for Contract Procedures.)

The design of the program includes a plan for the residents to move through two phases, residency and post-residency. In the residency phase, the resident moves through four levels, each level having different tasks to be completed and different rewards. Freedom is provided in increasing amounts as a resident moves through the levels. The entry level provides orientation to the program and an opportunity for the resident to demonstrate to the staff and other residents that he is ready to participate in the contracting and token economy systems. Usually a resident will spend two weeks in the entry level.

The group approves the resident's move to level two. At this level the resident completes weekly contracts and receives the privileges specified in the contract. Problems such as violation of house rules are handled in the group. If the resident fails to move to level three or four he may still enter the post-residency phase of the program with staff approval if he (1) secures group approval, (2) is employed, (3) has enough savings in the bank to maintain himself adequately for the first month in the community, (4) has paid two-thirds of his room and board, (5) has adhered to house rules, and (6) has actively participated in group meetings.

If the resident has demonstrated that he can complete his contracts and participate in the group process before he is ready to leave the program, he may ask the group to approve his move to level three. At level three, the resident completes weekly contracts and attends group meetings, however, he does not participate in the token economy. At this level he is allowed extended furlough privileges. When a resident has demonstrated his ability to perform well at the third level he moves to the fourth level where he does not participate in either the token economy or contracting

systems. At the fourth level the resident is allowed to come and go as he pleases, while still being required to perform his assigned house chores and attend group meetings. He is expected to work, save money, and pay room and board.

Residents are expected to move through the levels within three to six months. Residents may move through all four levels in three months or may spend six months in the house having never moved to level three. The levels and flexible time periods allow for individual differences and opportunities for rapid progress for those who are highly motivated while not punishing those who have a more difficult time meeting program expectations.

The post residency phase of the program requires the resident who is living full time in the community on his own or with his family to attend one weekly meeting and maintain his employment. A resident may spend one to three months in this phase of the program.

The token economy system in the program is a point system which credits points (later used to purchase privileges) to residents for the performance of tasks specified in the weekly contract. (See Appendix C.) While a resident is seeking employment he is required to make four job contacts per day, five days a week. Each job contact earns the resident fifty points. He is expected to make these contacts between 8:00 A.M. and 2:00 P.M. and have the prospective employer validate the contact. The resident may seek any job he wishes and is given assistance by the staff in looking for employment.

After the resident has obtained employment he is responsible for his own transportation and may own a car if he can afford the payments and upkeep costs. His weekly contract will usually specify that he work every day, arrive at work on time, and return to Liliha House at the specified time. The resident earns points daily for the completion

of these tasks. If the resident is ill he may still earn his points for the day if he remains at the House.

House chores assigned weekly can earn each resident 800 points. After the chore is completed the resident has a staff person validate his work and the points are recorded on his contract. At the group meeting on Thursday evenings the group may reward a resident who has performed well during the week with the privileges of not doing house chores the coming week while still receiving the 800 points. The house chores are rotated weekly among the residents. (See Appendix D.)

Each resident is required to pay \$125 a month for room and board. Rather than paying the entire amount in cash the resident may choose to use some of his points to purchase a rent discount. He may purchase up to \$50 worth of rent discount each month.

Each resident is expected to develop a budget which includes a plan for saving regularly, paying room and board, paying bills, and spending money for transportation and personal use during the week. He is required to turn over his pay check to the staff who help him to budget. If he wishes to withdraw money from his savings account he must first have staff approval. The resident earns points when he follows his budget plan.

Each Thursday evening at the group meeting, the residents total their points earned during the week, and then purchase weekend furloughs, and other privileges to be used during the coming week. The contracts are kept by the staff in order that points earned during the week can be recorded. The token economy is the means by which residents earn privileges for performance of desired behaviors.

The group is the vehicle by which the residents sanction and legitimize the activities of each other. The group delivers positive rewards and privileges to those who successfully complete their contracts each week,

deals with violations of house rules, and helps each resident deal with his daily problems. The group has decision making power whose limits are determined by the staff. The group acts on the requests of residents to change a contract, to move to another level, or to leave the program. Staff must agree to the group decision. House rules may be changed by the group with staff consent. (See Appendix E.) The group handles all violations of house rules imposing restrictions or additional requirements as the residents deem necessary.

The emphasis in the group meetings is discussion about concrete and observable behavior. Statements about other residents must be substantiated by reference to observable behavior. What the resident thinks or feels has less importance than what he does. Discussion at group meetings is focused on the here and now with reference to the actual behaviors of the residents.

The program operates best when each of the three components; contracting; token economy; and group process are functioning well. Similarly, the learning of new behaviors is expedited when the three components complement each other.

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EVALUATION PROCEDURES

The evaluation procedures used for this report are those used in descriptive research. Descriptive research attempts to answer questions about the quantitative dimensions of an on-going program, about the interactions among the components, and to some extent the results of the program. The purpose of the research is to describe systematically the facts and characteristics of the program which can then be used as a framework for future research. Unlike experimental research, which could answer the question of program effectiveness through the use of an experimental design, descriptive research can only describe program results, propose hypotheses, and suggest further research to determine program effectiveness.

For this evaluation, data were collected regarding characteristics of the resident population, program design, program operation, and resident behaviors during and after leaving the program. Information regarding program design and program operation was obtained through written material and staff interviews. Written material describing the program design included drafts of program designs prepared by the House Manager and the Manager's paper, "Liliha House: A Structured Residential Program Utilizing Behavior Modification Contingency Management Treatment Model, February, 1973." Written material regarding program operation included monthly reports prepared by the Manager and a written paper by a graduate Sociology student, Mary Anello in May 1973 titled, "The Use of Behavior Modification in the Field of Corrections: Liliha House a Residential Treatment Facility."

At the beginning of the evaluation process the Manager and Assistant Manager were interviewed to obtain further information regarding program operation. Since the SWDRC staff consultant has continued to assist

in implementing the contingency management program, and has served on the Advisory Board, knowledge of the program operation was up to date and only required the staff to provide specific additional information.

As the success of the program is measured by the behavior of the residents both during and after residency at Liliha House the major effort was devoted to gathering data on the residents. A questionnaire was constructed, patterned on the Adult Furlough Center study questionnaire. (See SWDRG Report #110 and #124 and Appendix F.) Information collected included demographic characteristics of the residents, behaviors of the residents during and after residency in the program, and information about subsequent law violations. These data were used to describe the population, measure achievement of objectives, and determine if there were any relationships between the variables.

To present information regarding population characteristics and achievement of objectives, frequency distributions and tables were generated. To determine if there were any relationships between the variables for which data were collected, a correlational analysis was performed. One purpose of the analysis was to determine which variables were most associated with success after leaving Liliha House. (This kind of analysis has previously been used in a study of the Adult Furlough Center's population and is currently being repeated for the entire population served by AFC. Exploratory research of this kind for a number of populations and programs will hopefully encourage and give direction to future corrections research.)

The data for the questionnaire were gathered from the records at Liliha House, interviews with Liliha House staff, and interviews with Adult Probation Officers. The post-Liliha House data, number of arrests after leaving Liliha House, time to arrest, kind of arrest,

current probation status, and employment histories were all gathered from each resident's probation officer.

The data were collected on those residents who were served by Liliha House when the contingency management program was in operation, covering the period from July, 1972 through September, 1973. Twenty-four (24) residents were included in this population. Post-residency data were collected during the middle of December for those residents who had left the program by December 5th. Twenty-two (22) residents were included in this population. Two residents admitted in September were continuing in the program when post-residency data were collected. The correlation analysis was performed for twenty-one (21) residents rather than twenty-two (22) residents because one resident, an OR case, was sent to prison directly from the program. Therefore, there was no opportunity to assess his in-community post-Liliha House behavior.

In a study with such a limited number of subjects, it is very difficult to reach any conclusions about the program. Generalizations are suspect at best and some researchers might suggest that a study of such a program is a waste of time. However, the SWDRG believes that much practical knowledge for future program planning and operation can be gained from this study, also the research procedures developed can be replicated in subsequent studies of Liliha House which will, as a matter of course, have a larger number of subjects. As an exploratory study, the present effort can point the direction for future research; so despite limitations due to the small number of subjects, the practical knowledge to be gained and future research possibilities recommended proceeding with the research effort.

In addition to the procedures outlined above, careful observations and notes were made regarding the organizational problems such as the use

of the negative sanction. These problems were often discussed at Liliha House Advisory Board meetings and with the CWDRC staff.

These evaluation procedures were selected in order to describe the Liliha House program, describe the population served, assess accomplishment of goals and objectives, assess the relationship between variables, discuss program problems, suggest future research, and make recommendations for program improvement.

FINDINGS

Population Served

From September, 1971, through September, 1973, following the first year evaluation report, 46 men were served by Liliha House. Two men were residents during both the program transition phase and the contingency management phase, thus twenty-four (24) were residents between September, 1971, and June, 1972, and twenty-four (24) were residents from July, 1972, through September, 1973. Between July, 1972, and September, 1973, eighteen (18) men, whom the staff considered acceptable, were referred but for a variety of reasons never entered the program.

1. Referral Source.

During the transition phase of the program, seven (7) men were referred from parole, sixteen (16) were probation referrals, and one record did not indicate the referral source. Table 1 indicates the referral source for the twenty-four (24) residents in the contingency management program.

TABLE 1
Referral Source for Liliha House Residents
July, 1972 - September, 1973

Source	Number	Percent
Probation	19	80%
Serving jail sentences (12)		
Condition of probation (7)		
Awaiting trial, Released on own recognizance	5	20%
Total	24	100%

The data clearly show that the program achieved its objective of serving probationers, both as an alternative to a jail sentence and as a program for probationers who needed a supervised structured residential program. What is not clear is the extent to which more probationers could have been served.

2. Characteristics of the Residents.

The data collected regarding characteristics of the population are confined to the twenty-four (24) who were residents in the contingency management phase of the program. Of the twenty-four (24), four are currently married and twenty (20) are single. Table 2 gives the ethnic background of the population.

TABLE 2

Ethnic Background for Liliha House Residents
July, 1972 - September, 1973

Ethnic Background	Number	Percent
Part-Hawaiian	13	54%
Caucasian	2	8%
Oriental	4	17%
Filipino	3	13%
Other	2	8%
Total	24	100%

Education completed prior to entering the Liliha House program is summarized in Table 3. Sixteen (16) or 66% had not completed a high school education prior to entering the Liliha House program.

TABLE 3

Education Completed for Liliha House Residents
July, 1972 - September, 1973

Grade Completed	Number	Percent
One year of college	1	4%
12th Grade	7	30%
10th or 11th Grade	10	42%
8th or 9th Grade	6	24%
Total	24	100%

The median age at the time of entry to the program was 21 years. The ages ranged from 18 to 25. Table 4 summarizes the age data.

TABLE 4

Age at Entry for Liliha House Residents
July, 1972 - September, 1973

Age Range	Number	Percent
18-19	5	21%
20-22	13	54%
23-25	6	25%
Total	24	100%

The program fulfilled its objective of serving young men between the ages of 18 and 22, as eighteen (18) or 75% of the men were between these ages.

3. Criminal History.

A great deal of data were collected about the resident's prior involvement with crime for the purpose of determining if these variables would

show some relationship to success or failure after the program. The data are summarized here as they provide information about the kind of offender who entered the Liliha House program.

Twenty-two (22) of the Liliha House residents or 92% had Family Court records. Nine or 38% had been committed to the Hawaii Youth Correctional Facility. The age when the resident was first arrested is shown in Table 5.

TABLE 5

Age when First Arrested for Liliha House Residents
July, 1972 - September, 1973

Age	Number	Percent
10-13	8	33%
14-15	6	25%
16-17	8	33%
20-23	2	9%
Total	24	100%

Table 6 shows the age at which the residents were first placed on adult probation or received a jail sentence. This could have happened just prior to the resident's entering the Liliha House, or as in the case of some, one or two years earlier.

TABLE 6

Age when First Placed on Adult Probation or Sentenced to Jail

Age	Number	Percent
18-19	12	50%
20-21	8	34%
22-23	4	16%
Total	24	100%

Prior to committing the offense which led to entering Liliha House, two residents had prior probations, four had served time in jail, two had both and sixteen (16) or 67% had neither. The number of adult convictions prior to the conviction which preceded entry to Liliha House are summarized in Table 7.

TABLE 7
Prior Adult Convictions for Liliha House Residents

Number of Convictions	N	%
0	12	50%
1	3	13%
2-3	7	29%
4-5	2	8%
Total	24	100%

The Liliha House staff were asked to indicate whether or not they thought any resident had connections with organized crime. Their responses indicated that perhaps one of the 24 had some connection.

These data suggest the population served by Liliha House were either first offenders or had limited adult criminal careers. The population served was the intended target group, men without extensive adult experience in crime.

The type of offense: property, person, or drug; committed by the residents prior to entering Liliha House is shown in Table 8.

TABLE 8
Type of Offense for Liliha House Residents

Offense	N	%
Property	18	75%
Person	5	21%
Drug	1	4%
Total	24	100%

The five who committed person crimes inflicted only minor injury on their victims and four had used a weapon in committing the offense. As the table shows, the most frequent offense committed by the Liliha House residents were those against property.

While not directly connected to a resident's prior criminal history, the question of whether or not the resident was considered to have a drug or alcohol problem was of interest to the research study for the purposes of determining if there are any relationships between drug use and commission of crimes or success after leaving the Liliha House program. The staff reported that fifteen (15) or 62% did not have any problems with drug or alcohol abuse while nine (9) or 38% did.

The typical Liliha House resident during the contingency management program was male, single, part-Hawaiian, 21, with a 10th or 11th grade education. He had a Family Court record, would not have been to HYCF or had an adult conviction prior to the offense preceding entry to Liliha House, nor would he have any connections with organized crime. He came to Liliha House as a probationer, after serving some time in jail for a property offense.

The information presented above clearly shows that the program was successful in serving the desired target population, however, the program did

not serve as many residents as could have been accommodated. Throughout the contingency management phase, the House was usually only half full. As noted earlier in this section, eighteen (18) men referred to Liliha House and found acceptable by Liliha House staff never entered the program. In each case, either the administration of Adult Probation or the Judges of the Circuit Court felt that a Liliha House placement was not appropriate. The problems of inadequate communication and failure to establish operational procedures between the agencies involved, more fully discussed in the section Program Operation, clearly limited the number of men served by the program.

Services Provided

Room and board were provided to all residents. For the twenty-two (22) in the contingency management program who had left at the time of the study the average stay was seventy-eight (78) days. Table 9 shows the length of stay for this population.

TABLE 9

Length of Stay for Liliha House Residents

<u>Length of Stay</u>	<u>N</u>	<u>%</u>
1-89 days (less than 3 mos.)	11	50
90-180 days (3-6 mos.)	9	41
180-233 days (over 6 mos.)	<u>2</u>	<u>9</u>
Total	22	100

It is clear that only half of the residents were in Liliha House long enough to move through the four levels of the contingency management program. In fact most of the residents left with or without staff and group permission, from level two. Because the length of stay for so many was shorter than planned, the phase and level system of the program were not used to the extent anticipated. The staff concentrated on assisting residents in completing entry level and level two tasks. The relationship between length of stay, program participation, and success after leaving the House will be discussed in the section on Correlation Analysis.

Counseling services were provided to the residents through the bi-weekly evening group meetings and by the staff, who assisted the residents with personal budgets, seeking employment, and referral to other agencies. Neither the quantity nor quality of the counseling services could be assessed at the time of the study. It can only be noted that these services were provided to the residents.

Accomplishments During the Program

In this section the accomplishments of the twenty-two residents who had left Liliha House at the time of the study are presented. At the time they left, twelve (12) residents or 55% did not have jobs. Of the ten (10) who were employed eight (8) had unskilled jobs and two (2) had semi-skilled jobs. Two residents had jobs some time during their stay at Liliha House though at the time they left the program, they were unemployed. Table 10 indicates the average weekly earnings of those who were employed sometime during their stay at Liliha House.

TABLE 10
Average Weekly Earnings for Liliha House Residents

Earnings	Number	Percent
\$60-\$99	5	42%
\$100-\$150	5	42%
\$151-\$200	1	8%
\$201-\$250	1	8%
Total	12	100%

Thirteen (13) or 59% had opened a savings account prior to leaving the program. Twenty (20) or 90% had a place to live when they left. One was sentenced directly to prison from Liliha House and one had not made post-program living arrangements.

The objectives of having each resident secure and maintain employment were met by less than half the residents, opening a savings account by just over half, and securing a place to live by 90%. The importance of meeting the employment objective for success after the program will be discussed in the section on Correlation Analysis.

To further assess the performance of the residents in the program, data were collected on the number of weekend furloughs earned and whether or not the resident left the program with permission of the staff and group. Seventeen (17) of the twenty-two (22) residents stayed in the program over two weeks, long enough to earn weekend furloughs. A weekend furlough ratio was determined for each of the residents by dividing the number of furloughs earned by the number of weeks the resident spent at Liliha House. Table 11 gives the weekend furlough rates.

TABLE 11
Weekend Furlough Rates for Liliha House Residents

Rate	Number	Percent
below 50%	1	6%
60-79%	6	35%
80-95%	<u>10</u>	<u>59%</u>
Total	17	100%

Since earning a furlough is dependent on completing weekly contracts, the data indicate that many residents were successful in completing their contracts, thereby earning enough points to purchase weekend passes.

Fifteen (15) or 68% of the residents left the program without staff and group permission, only seven (7) residents received permission to leave. Permission was given to those residents who the staff and group believed were ready to live successfully in the community. Even though many residents were successfully completing their weekly contracts and earning furlough privileges, few met program expectations so that they were granted permission to leave. This discrepancy suggests that the criteria used by the staff and group for success was not adequately specified in the contracts. Granting permission to leave the program should be contingent upon contract completion. The expectations for task performance should be specified in the contracting system and those same expectations discussed and evaluated by the staff and group.

Post-Resident Accomplishments

The findings and discussion in this section are confined to the twenty-one (21) residents who had left the program and had spent some time in the community where their behavior could be observed. The one residents who

was sentenced to prison directly from Liliha House and the two who had not left the program at the time of the study are not included in this population.

Of the twenty-one, twelve (12) or 57% had not had a felony arrest since leaving Liliha House. One of these twelve had been arrested for non-felony traffic offenses, however, his probation was continued. Each of the twelve was considered by his probation officer to be continuing successfully on probation. At the time of the study these residents had been functioning in the community an average of nine months. Table 12 gives the time from leaving Liliha House to the time of the study for those residents who were continuing on probation.

TABLE 12

Time on Probation After Leaving Liliha House

Time in months	N	%
Under 6 mos.	3	25
6-12 mos.	7	58
12-16 mos.	2	17
Total	12	100%

Eight (8) of these twelve (12) were employed at the time of the study and four (4) were unemployed. These four (4) had, however, been employed at least some of the time since they had left Liliha House.

Four (4) or 18% of the twenty-one residents had bench warrants issued for their arrest. A bench warrant is an order of the Court which authorizes the police to arrest a person charged with a crime or contempt of court. The bench warrants were issued because the resident had either left Liliha House without permission or had not been reporting to his probation officer. At the time of the study, these four residents had not yet been

arrested as it is not the policy of the police to immediately look for individuals for whom bench warrants are issued. If, however, any of these individuals come in contact with the police, they would be arrested for contempt of court.

Three of the bench warrants were issued within one month after the residents left Liliha House. These residents had left without permission of either the House staff or their probation officer. The probation officer considered their action a serious violation of the terms of probation and petitioned the Court to issue a bench warrant. The other bench warrant was issued for a resident who had been in the community after leaving Liliha House for nine months and had stopped reporting to his probation officer. His probation officer believed the resident had left Hawaii for the mainland. To the knowledge of the probation officers, none of these residents were employed at the time the bench warrants were issued or subsequently.

Five (5) or 23% of the twenty-one residents have been arrested for felony offenses following their stay at Liliha House. Three were arrested within six months of leaving the House and two others within seven months. None of the five were employed at the time of their arrest. Two had been employed for some of the time but less than half of the time between leaving the House and their arrest. Three were never employed during the time between leaving Liliha House and their arrest.

Three of these residents had one felony arrest since leaving the House and the other two had two felony arrests each. All five had committed a property offense prior to entering Liliha House. After leaving, three committed property offenses and the other two offenses against persons.

Nine (9) or 43% of the twenty-one residents can be considered to have failed in meeting the goal of successful community living while twelve (12) or 57% can be considered to be succeeding in the community, at least at the time of the study. Table 13 summarizes the outcome results for the twenty-one Liliha House residents.

TABLE 13
Post-Liliha House Results

Outcome Result	N	%
Felony arrest	5	24%
Bench Warrant Issued	4	19%
Continuing on Probation	<u>12</u>	<u>57%</u>
Total	21	100%

From the data presented, no conclusions should be drawn about the success or failure of the Liliha House program. Before the efficacy of the program can be determined, further research is needed to determine if those assigned to the program do better or worse than those not assigned. An experimental research design in which a group of probationers eligible for Liliha House would be randomly assigned to the program or to regular probation supervision would allow the comparison of outcome behaviors, and provide information from which conclusions could be drawn about the efficacy of the program. The next section, Correlation Analysis, does discuss the relationship between variables and particularly what variables are associated with success, however, this does not answer the question of overall effectiveness.

Correlation Analysis*

A correlation analysis was performed to assess the relationships among 40 variables for which data were collected. The variables included information about age, marital status, ethnicity, employment, criminal history, education, performance in the program, and performance after leaving the program. Performance after the program or outcome variables included: whether arrested, number of arrests, whether arrested for a felony, number of months to arrest, and whether the resident at the time of the study was continuing on probation, or had a bench warrant issued for his arrest, or had been arrested for a felony offense.

When the variables were correlated, a number of patterns emerged concerning employment, program performance, criminal history, drug use, ethnicity, and marital status. These patterns are discussed in some detail below, however, a large word of caution is in order, as they are based on an analysis of a limited sample of twenty-one (21) subjects. Therefore it is expected that some of the relationships will disappear as larger numbers of Liliha House residents are included in later studies. Also inferences of cause and effect and conclusions about the program must remain tentative. Despite these limitations due to the size of the sample the relationships which emerged are informative and useful in planning program modifications and future research.

*A correlation is a measure of association between two variables. This study reports Pearson product-moment correlations (r) which range from -1.0 to +1.0. The higher the correlation the greater the relationship between the variables. A minus sign in front of a correlation indicates that the relationship between the variables is inverse, i. e., the higher one variable is, the lower the other variable. In the study, a correlation is between .40 and .60 is considered moderate and above .60 relatively high.

1. Employment.

Employment after leaving Liliha House is correlated with the success or failure of the resident. Those who were likely to have either had a bench warrant issued for their arrest or arrested for a felony were not likely to have been employed at the time of the issue of the bench warrant or arrest (-.63). The length of time employed between leaving Liliha House and the time of the study (or issue of bench warrant, or arrest) is positively correlated with successfully continuing on probation (.67). Table 14 shows this relationship.

TABLE 14

Length of Employment Between Leaving Liliha House
and Time of Study, or Time of Failure, and Probation Status

N = 21

Probation Status	Amount of time employed			
	All of. time	$\frac{1}{2}$ or more but less than all	less than $\frac{1}{2}$	none
Continuing on Probation	5	2	5	0
Bench warrant or Felony arrest	<u>0</u>	<u>0</u>	<u>3</u>	<u>6</u>
Total	5	2	8	6

This relationship between employment and success has also been found in other research studies. The Experimental Manpower Laboratory for Corrections' recent study, The Post-Prison Analysis of Criminal Behavior and Longitudinal Follow-up Evaluation of Institutional Treatment found:

"that full-time employment and successful post-release adjustment are clearly related. At 12-15 months post-release, nearly twice as many non-law violators as law violators reported full-time employment. (For law violators, employment status immediately prior

to the commission of the violation was recorded.) There was a tendency for subjects either unemployed or employed only part-time to commit violations, be convicted, and return to prison."*

The current follow-up study on the Adult Furlough Center population, State Corrections Division, is also finding the same relationship between employment and success on parole. A correlation analysis of unemployment rates and crime rates for the City and County of Honolulu has revealed certain crimes increase with increasing unemployment. All these findings support the Liliha House finding and suggest that employment may be a major factor in preventing recidivism.

In the Liliha House study, the commitment of an offense against property is negatively correlated with follow-up employment status (-.48). Table 15 shows this relationship. Follow-up employment status is whether or not the resident is employed at the time of the study (or issue of bench warrant, or arrest). Property offenders are less likely to be employed than other offenders suggesting that for some of these residents, crime may be serving as employment.

TABLE 15
Property Offense and Employment Status at Follow-Up

N = 21

Employed at Follow-up	Property Offense	
	Yes	No
Yes	4	4
No	<u>12</u>	<u>1</u>
Total	16	5

*"1971 Follow-Up Study: The Relationship between Institutional Treatment, Employment, and Recidivism", Pacesetter (Montgomery, Alabama: Rehabilitation Research Foundation), Vol. IV, No. 6 January-February, 1974), p. 1.

These findings suggest the Liliha House program should emphasize the objective of obtaining employment especially for those residents who have committed a property offense.

2. Program Performance.

From the analysis, there emerged a relationship between the performance of the residents in the program and employment after leaving the program. Those residents who left Liliha House with the permission of the staff were employed more of the time than those who left without permission (.72). Table 16 shows this relationship.

TABLE 16
Permission to Leave the Program and Length of Employment after Leaving
N = 21

Length of Employment	Permission	
	Yes	No
All of the time	5	0
$\frac{1}{2}$ or more but less than all	0	2
less than $\frac{1}{2}$	2	6
none	0	6
Total	7	14

The greater number of days a resident spent at Liliha House, the more likely he was to be employed more of the time during the period between leaving Liliha House and the follow-up study or the issue of a bench warrant, or arrest (.51). Table 17 illustrates this.

TABLE 17

Length of Stay at Liliha House and Post-Liliha House Employment

N = 21

Employment	Length of Stay		
	under 3 mos.	3-6 mos.	over 6 mos.
All of the time	0	5	0
$\frac{1}{2}$ or more but less than all	1	1	0
less than $\frac{1}{2}$	3	3	2
none	<u>6</u>	<u>0</u>	<u>0</u>
Total	10	9	2

The resident who did not abscond shortly after entering Liliha House but remained to participate in the program and those who received permission to leave had better employment records after leaving the program, thus success in the program is related to success after the program through the variable of employment.

3. Criminal History.

Those residents who had previously been committed to the Hawaii Youth Correctional Facility were less likely to receive staff and group permission to leave the program (.41), stay shorter periods at Liliha House (.45), and have a lower weekend furlough rate (.41). These correlations are not particularly high yet they do suggest that those with more extensive criminal histories have difficulty succeeding in the program.

Those residents who have committed an offense against a person were not likely to have been committed to HYCF (-.42), this suggests that person

offenders might function better in the program than residents who are property offenders. As seen earlier, property offenders are also less likely to be employed, indicating the need for the staff to concentrate on encouraging program participation and employment behaviors. The contingency management program will need to place special emphasis on these behaviors for the property offender.

The correlations reported in the following sections are scattered findings which do not describe any general pattern. They are included because they provide information which may prove useful to the Liliha House program and give direction to future research.

4. Drug Use.

Residents having drug or alcohol use reported as a problem, is positively correlated with the number of prior adult convictions (.55) and with having spent time in jail (.42). A drug offense prior to entering Liliha House is correlated with having spent previous time in jail (.40). These correlations suggest that the Liliha House residents who have criminal histories as adults prior to entering Liliha House have been involved with drugs or alcohol.

5. Ethnicity

Being part-Hawaiian is correlated with shorter periods of employment during the time between leaving Liliha House and follow-up (.50), and with time to when the resident was issued a bench warrant or arrested (-.72).

Being Caucasian is negatively correlated with age at first offense (-.53), and being Oriental is negatively correlated with entering Liliha House directly from jail (-.51).

Ethnicity is not correlated with post-Liliha House probation status and may suggest that this variable should be redefined (for example, Caucasian, Oriental, and other) in future research studies.

6. Marital Status.

Being married is positively correlated with leaving Liliha House with permission (.43) and weekend furlough rate (.40). It is negatively correlated with being Oriental (-.42), age when first placed on adult probation (-.47), and drug or alcohol use as a problem (-.42).

These correlations are only moderate but do suggest married residents perform better in the program and do not have extensive experience with crime as adults. This variable should be included in subsequent studies.

A rather interesting and informative pattern has emerged from the correlation analysis. It seems that residents who have had criminal experience as adults prior to entering Liliha House have also had problems with drugs or alcohol. Special attention to the problems of drug and alcohol use may be required for these men in order to have Liliha House effectively interrupt their adult criminal pattern.

Residents who as juveniles have been committed to HYCF have trouble functioning in the program; in turn doing well in the program is linked to employment after leaving Liliha House, which in turn is linked to success on probation. Property offenders appear to be a high risk group as they are more likely to have been committed to HYCF than person offenders and less likely to be employed after the program. These patterns have implications for program modifications which are discussed in a following section under Recommendations.

Program Operation

Beyond reporting the findings regarding services provided and resident behaviors, attention needs to be paid to the actual operation of the program. The discussion which follows is based on discussion with the Liliha House staff and consultant Wayne Matsuo in addition to direct participation for over a year on the Advisory Board. The discussion will focus on two areas, the operation of the contingency management system, and the program's relation with the Judiciary.

As stated earlier, the behavioral approach was selected as the intervention strategy for the program after the first evaluation report was prepared by the SWDRC. The House staff felt at that time the approach, in the form of a contingency management system, would improve the effectiveness of the program. With the assistance of the consultant a point system and a contracting system were developed and implemented. The SWDRC also provided consultation to the staff on an informal and unscheduled basis. The program developed many commonly experienced problems; points were being earned but not spent, furloughs were being earned even when the staff felt the resident had not performed, and criteria for advancing in the system were unclear. While the staff has actively sought advice from a number of sources, their own inexperience and lack of training contributed much to some of the difficulties encountered and slowed progress.

The major problem hindering program operation from the staff's point of view was the difficulty in arranging the negative sanction. The negative sanction (returning the resident to jail when he failed to participate in the program), depended on the probation officer's requesting a bench warrant and having the Judge order the resident back to jail. This process proved difficult to arrange because the probation officers were reluctant to ask the Judge to take action unless there was good cause. So when

the Liliha House staff believed a resident was not co-operating with the program and contacted the probation officer the officer would often be reluctant to petition the court. In the opinion of the House staff, the lack of a consistent negative sanction greatly reduced the motivation of the residents to perform and meet the criteria of the program. On the other hand, many of the probation officers felt that the criteria for removing a resident from the program were unspecified and unrealistic. The probation officers felt the program should adjust to the resident rather than demanding the resident adjust to the program. Asking a resident to be returned to jail for anything less than a new offense or physically dangerous behavior was unwarranted in the probation officer's opinion.

The success of the Liliha House program depends a great deal on cooperation between the Judiciary and the John Howard Association. The cooperation necessary for the program to function includes; the need for joint definition of the problem (i.e., need for a half-way house facility for probationers), agreement on the type of population to be served, specification of responsibilities, understanding the treatment theory to be used, and a close working relationship between the staffs of the two agencies. Much of the Liliha House staff's and Advisory Board members' time was spent on establishing this cooperation between the two agencies. The major obstacle in the process was the fact that the cooperation had to be developed during the time the program was operating. Instead the two agencies should have spent a great deal of time before the inception of the contingency management program working out agreements to cover these areas.

Problems such as lack of referrals, lack of probation officers understanding of the contingency management system, and procedures for using the negative sanction hindered the program's development and reduced the number of residents who received service. While each of these problems were discussed

by both the Liliha House staff and Probation Department staff in a cooperative and constructive spirit, the program remained limited in its ability to serve as an effective alternative for probationers.

During the program's operation, the John Howard administration and Liliha House staff met with the Honorable Robert W. B. Chang, Judge, of the First Circuit Court to discuss the program and point out the need for the cooperation of the Judiciary in making the program a success. He responded by drafting a legal document which spelled out the conditions under which a probationer would participate in the Liliha House program and the procedures for returning the resident to jail when he failed (See Appendix G). This was an important step in the development of the program, one that should have been accomplished before the program was implemented. Also similar understanding and agreements are necessary with all the Judges of the Circuit Court.

The experience of those involved in the Liliha House program suggests that a great deal of effort will have to be devoted to cooperative programming among the various actors in the criminal justice system if the Master Plan for the Criminal Justice System is to succeed as the Plan is highly dependent on the ability of established agencies to utilize community-based programs, both public and private. Cooperation between public and private agencies that provide specific services and those agencies that have legal responsibilities for offenders, such as the Judiciary and the Board of Paroles and Pardons, is most essential. New and experimental programs must be initiated, supported, and evaluated. The Liliha House program is one such program which should be given an adequate test of its usefulness and effectiveness.

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SUMMARY AND RECOMMENDATIONS

Summary

Liliha House is an in-community residential program for adult offenders. As such the program is in the forefront of the kind of programs envisioned by the Correctional Master Plan. In-community corrections, with private and public agency co-operation has been enhanced through pioneering efforts of Liliha House and other community programs should benefit from this experience.

In addition, Liliha House has experimented with a behavioral approach through the use of a contingency management program. The experience with this approach has been encouraging. Along with other correctional programs in the State, this program is finding the behavioral approach to be of benefit to both the staff and residents. Clearly defined expectations and consequences have enabled the program to operate smoothly and more effectively, assisting the staff in helping residents learn and practice those behaviors needed for community living. While not without problems, the contingency management system is recognized at the present time as the best known program approach for Liliha House.

The program has been successful in serving the population for which it was designed though more probationers could have been referred and admitted. While at the time of the follow-up study, 57% of the residents were continuing successfully on probation no conclusions about the efficacy of the program are possible until comparisons with other program alternatives are made. The correlation analysis suggests that there are important links between success in the program and employment and between employment and success on probation. These relationships should help focus program efforts in the next year after which time further analysis should be made.

To further improve the program, the following section offers a number of recommendations.

Recommendations

The Social Welfare Development and Research Center in the light of contemporary knowledge in the field of corrections and the State Master Plan for the Criminal Justice System recommends the continuation of the Liliha House program with modifications and the development of a variety of other in-community programs. Essentially this is the same major recommendation made in the first evaluation report, and which continues to be valid.

Based on the information presented in the report, the Center believes the effectiveness of the Liliha House program can be improved through implementing the following recommendations relating to program organization, and post-program success..

A. Program Organization

(1) Writing a contract specifying the obligations and roles of those agencies and persons involved with the program. This would include the funding source, the John Howard Association administrative staff, the Liliha House staff, the Liliha House Advisory Board, the Judges of the First Circuit Court, the Adult Probation Office, the consultants, and the researcher. The contract should include specifics regarding the program approach to be used; the population to be served, the goals and objectives of the program; and the procedures for referral. The contract should also provide for the guarantee of civil liberties, and return to the referral agency when the resident fails to meet the criteria of the program. The contract does not mean that every agency or person involved with the program will agree on the efficacy of the program approach or suitability of the population to be served but rather to test an approach using agreed upon procedures.

If the present discussions between the John Howard Association and Corrections Division result in an agreement to provide service to pre-parole residents of the Division then both agencies should also enter into a contract. Each agency participating with the Liliha House program should enter into a contract specifying the particular arrangements between the agencies and the rules and regulations governing their cooperative effort. Such contracts should help to eliminate many of the problems experienced during the past year. At the very least, the contract should provide ways in which to handle problems as they arise.

(2) Restating Program Objectives. The program objectives should express realistic goals and objectives within the constraints of the program design and population to be served. Given the limited time the residents will spend in the program and emphasis on acquiring basic skills (i.e., keeping a job, saving money) it would be unrealistic to have as a goal, the desire to provide a family experience in order to achieve the objective of socializing the resident to value "family life activities." Goals and objectives should define the behaviors the residents are to learn and practice while in the program, such as the habit of going to work regularly and saving money.

Goals and objectives should be stated in terms that are measurable. A goal such as Liliha House seeks to provide room and board to men in need of supervised living needs to be operationalized by restating the goal in measurable terms. For example, an operationalization of the above goal could be: Liliha House will provide a furnished double bedroom and two meals each day for 30 to 40 men during the fiscal year. The men will be probationers or pre-parole residents of the State Corrections Division whom the staff of each agency agrees could benefit from participation in the program.

It is important to continually work at restating the goals and objectives as this assists in both program operation and evaluation. The Liliha House staff, in the past year, has been working at this and should be encouraged to increase their efforts. The Advisory Board and other participants with the program should be cognizant of this on-going process and provide their inputs to goal and objective formulation.

(3) Development and refinement of the contingency management program in accordance with the Flow Chart prepared jointly by the Liliha House staff and the SWDRC. The Flow Chart (see Appendix H) presents the contracting system illustrating the process by which the resident enters the program, proceeds through it, and eventually leaves. Each step and contingency is explained enabling the staff, residents, researcher and others to monitor the progress of individual residents and the functioning of the system itself. Implementation of the Flow Chart System should be the goal of Liliha House in the coming year.

(4) In connection with the above recommendation, training should be provided to the staff in behavior theory and contingency management. While the Liliha House staff did participate in an in-service training program conducted by the SWDRC last spring, additional and continuous training is needed. Confering with other contingency management programs should be encouraged and expanded. Other programs using contingency management include the Hawaii Youth Correctional Facility and the Kamehameha Conditional Release Center of the Corrections Division. Contact between the staff of these agencies should occur regularly, providing the Liliha House staff with an opportunity to learn from and discuss problems with others in similar situations.

B. Post-Program Success

(1) Emphasizing employment objectives. As seen from the correlation analysis, employment is related to success after the program and success in the program is related to employment. The program should emphasize obtaining and maintaining employment as the major objective. The contingency contracting system should emphasize work behaviors and offer the most reinforcement for these behaviors. Group discussion should focus on employment problems and permission to leave should be contingent on employment. Those who have committed property offenses prior to entering Liliha House should be given extra help in securing and maintaining employment.

(2) Emphasizing post-residency follow-up. The program should re-emphasize the post-residency phase of the program in order to provide continued help and supervision to the resident after leaving Liliha House. The post-Liliha emphasis should again be on maintaining employment. The probation officer should work very closely with the Liliha House staff in providing this follow-up.

(3) Establish a research strategy. The Liliha House staff in cooperation with a researcher should develop a specific research plan for the evaluation of the program. The plan should include the objectives to be measured, the data to be gathered, and a timetable for the research and evaluation to be completed. The research strategy should be agreed upon by all those involved with the Liliha House program including the John Howard Association the researcher, Liliha House staff, the Liliha House Advisory Board, the Adult Probation Department, the Judiciary, and the Corrections Division should they become a referral agency.

The research strategy used for the correlation analysis should be repeated in later studies. Additional follow-up data on behaviors after

leaving Liliha House should be gathered perhaps using the Environmental Deprivation Scale developed by the Experimental Manpower Laboratory for Corrections at Draper, Alabama. Such additional data would assist in assessing which variables affect success in the community.

The recommendation concerning the development of other in-community programs is directed at the larger community including the State as well as the John Howard Association. The Master Plan for the Criminal Justice Systems' central notion is that traditional forms of incarceration in correctional institutions should be avoided insofar as possible and that alternatives to incarceration should be based in the community. Incarceration is more costly than in-community programs, of questionable effectiveness, and is potentially damaging to the person. As an alternative, incarceration should be used only as a last resort. In-community programs on the other hand can provide a wide range of treatment situations and procedures geared to the requirements of the different types of offenders in a humane setting.

If the Master Plan is to be implemented then other programs for those in the criminal justice system, in addition to Liliha House, need to be developed. Such programs should be under the auspices of both public and private agencies. The State should design and maintain a number of treatment programs as well as utilize private agency programs. The State should provide funds to private agencies, particularly to programs that are experimental and demonstration in nature. Knowledge gained from such experimentation, when efficacy is determined, could then be applied on a wider scale by on-going public agencies.

In addition, cooperative efforts need to be established between the agencies and the in-community treatment programs. These relationships and

procedures need to be specified and made operational if in-community treatment programs are to succeed. With Liliha House as an example, other in-community programs should now be initiated.

CONCLUDING STATEMENT

The SWDRC wishes to encourage and support the development of the Liliha House program along with other in-community treatment efforts. The Center is particularly interested in continued experimentation with the behavioral approach as current research suggests this approach has much to offer. Despite the current criticisms of the behavioral approach, much of it justified, the Center believes that with adequate safeguards for civil liberties correctional programs using this approach will be more successful than others in preparing the offender for successful participation in the community.

However, a word of caution must be expressed regarding our current efforts. LaMar Empey expressed this succinctly, thus:

"Given all of the innovations that are now being developed, the ingredients are probably available for a more efficient development of alternatives to incarceration. But taken singly, these innovations would not constitute a solution to the correctional problem. Ways must be sought by which to relate them together in some systematic way. Thus, what is needed is a long-range perspective and the commitment of resources which would result in a better understanding of the whole correctional process, a better conception of the key decision points in that process, the development of more specific kinds of programs for specific kinds of offenders, and a careful study of whatever steps are taken to improve the system. The changes that are needed, therefore, are philosophical as well as practical. Political, economic, and humanitarian pressures which impel society to 'do something' must be accompanied by a more disciplined recognition of the complexities involved and the need for careful study of whatever steps are taken."*

*Empey, LaMar T., Alternatives to Incarceration. Studies in Delinquency, (U. S. Department of Health, Education & Welfare Administration, Office of Juvenile Delinquency & Youth Development, Washington, D. C., 1967), p. 87.

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JOHN HOWARD ASSOCIATION
LILIHA HOUSE

LONG RANGE CONTRACT

NAME: _____ Date: _____

While most residents of Liliha House will not have definite, concrete plans, they should at least have some general ideas about what they intend to accomplish while at Liliha House and when they are released. These ideas and plans make up this Long Range Contract and the following sections should be filled out as completely as possible. Signatures of the Referral Agent, Liliha House Counselor and Liliha House Administrator are needed.

1. Employment/School/Training:

What is your first choice in regard to work, school, or training?
What do you plan to do to get what you want?

What will you do if the first choice and plan does not work out?

2. Residence when released.

It will be necessary for you to obtain a place to live before you can be released from Liliha House. What are your plans to find a place? Who will you live with? What will be your second choice?

3. Savings Agreement: (Do not fill in until you receive your first check.)

I agree to follow the terms of the savings plan to provide for the minimum financial needs as stated below:

Rent/Deposit _____

Food _____

Appendix A-2

Transportation _____

Clothing _____

Spending _____

Total to be saved _____ BY _____
DATE

To meet my total savings agreement I also agree to save _____
(Amount)
every _____.

4. _____

5. I understand the terms of this contract. I have read and understand the house rules and regulations of Liliha House and agree to abide by them. I will participate fully in the Liliha House program. Upon earning them, staff will deliver to me all privileges requested and allowable in the program.

Signature of Resident

Signature of Counselor

Signature of LH Administrator

Signature of Referral Agent

WEEKLY CONTRACT

	WORK/SCHOOL	PTS.	HOUSE CHORES	PTS.	BONUS	PTS.	SPENDING	COST	EARNED	BALANCE
F R I										
S A T										
S U N										
M O N										
T U E S										
W E D										
T H U R										
TO- TAL										

Appendix A-3

LILIHA HOUSE

CONTRACT PROCEDURES

1. The maximum privileges that a resident may earn is \$50 rent discount per month. You may cash in the points by entering it in the contract. Once the points are cashed in for rent discount, the points cannot be returned.
2. Generally the maximum furlough time a resident is allowed is 48 hours a week. He can earn an additional four-hour pass once during the weekday for personal needs or buying the privilege of having a visitor over.
3. All buying of furlough passes and any other privileges must be written on the contract.
4. All house chore assignments must be completed and validated on the day it is written on the contract.
5. All weekly contracts are to be completed prior to the Thursday night meeting, otherwise the contract will be invalid.
6. The resident will not secure evening employment if it interferes with the meetings and other program activities.
7. If a resident works five days a week and will work on his off-days, he will be charged for furlough time during the hours he is at work. He will be paid 100 points for going to work.

3/22/73

LILIHUA HOUSE

HOW TO EARN POINTS

1. 100 points a day for work/school
2. 160 points a day for house chores
3. 200 points for completing weekly contracts
4. 200 points for paying rent based on budget plan
5. 100 points for savings based on budget plan
6. Bonus points are negotiable at group meetings. Some examples of how to earn bonus points are:
 - a) extra house chores not on assignments
 - b) coming up with well-thought-out ideas to improve any aspect of the program
 - c) displaying positive behavior not required in the written contracts
 - d) performing special tasks on one's own initiative
 - e) other activities that the resident may have in mind

HOW TO SPEND POINTS

1. 30 points an hour for furlough
2. 70 points for \$1.00 worth of rent discount
3. 250 points for two movie passes

3/22/73

LILIHA HOUSE

HOUSE CHORES

Yard

1. Rake and pick-up trash. Driveway included.
2. Pull weeds.
3. Mow lawn and trim edges.
4. Water lawn and plants.

Living Room

1. Sweep and mop floors and stairs. Upstairs and down hallways, living room and kitchen.
2. Take trash outside.
3. Vacuum rugs on Sundays and Thursdays.

General House

1. Wipe windows and window sills.
2. Dust furniture and fixtures.
3. Empty and wash ashtrays.
4. Wash down front and back outside stairs.
5. Straighten books, magazines, furniture, cushions, fixtures, etc.

Cooking

1. Prepare and serve dinner.
2. Wash and put away dishes.
3. Scrub sink and counter tops.

Kitchen

1. Set dining table.
2. Clear and wipe dining table.
3. Empty garbage.
4. Clean stove and oven.
5. Clean out and wipe refrigerator.

Bathrooms

1. Scrub tubs, walls, basins, and toilet bowls.
2. Scrub shower curtains.
3. Sweep, mop, and wipe down bathrooms.
4. House laundry (sheets, towels, etc.).

Appendix E

LILIHA HOUSE

HOUSE RULES

1. There will be no furlough extensions.
2. There will be no visitors at Liliha House except:
 - a) When planned for on the contract in place of a week-day pass. Visitors are to be confined to the upstairs living room only.
 - b) Visitors are permitted into the Liliha House for a maximum of 15 minutes when waiting for residents to leave the house (pass, furlough, work).
3. The telephone will be off-limits one hour before the last resident returns from work, pass, or furlough.
4. Leaving the premise without authorization is prohibited.
5. Loitering with visitors in the yard or on the street is prohibited.
6. The possession and consumption of liquor and drugs is prohibited in the Liliha House.
7. Driving without a proper license is prohibited.
8. Dishes that are used before or after the regular meal shall be washed by the user.
9. Residents are to keep their own bedroom clean.
10. Resident not spending the whole night out on a weekend furlough must return before 12:00 a.m.
11. Bedroom doors must be unlocked during occupancy and residents are not allowed in other residents' bedrooms.
12. No watching of television until house chores are validated.
13. No excessive noise after 12:00 a.m.

3/22/73

Appendix F

SCHEDULE FOR LILIHA HOUSE OUTCOME STUDY

(1-3)

Identification number. Begin with 200.

(5-8)

Blank spaces

(9)

blank

1

0

1. Probation status
Presently at LH
Probation failure - probation revoked, new sentence being served, bench warrant out
Probation success - continuing on probation or probation completed

(10)

blank

1

0

2. Arrested since leaving LH?
Presently at LH or in jail following transfer from LH
YES
NO

(11)

blank

1

2

3. Most serious arrest since leaving LH
No arrest or presently in jail following transfer from LH
Felony
Non-felony

(12)

blank

1

0

4. If arrest made for felony since leaving LH, and if offense prior to being sent to LH was against person, was the new felony arrest also for a crime against a person?
No new felony arrest, or prior crime was against property
YES
NO

(13)

blank

1

0

5. If arrest made for felony since leaving LH, and if offense prior to being sent to LH was against property, was the new felony arrest for crime against a person?
No new felony arrest, or prior crime against person.
YES
NO

(14-15)

blank

6. Number of months since leaving LH to now.
Still at LH, failed probation, serving sentence, arrested waiting trial.
Time in months.

Appendix F-2

(16-17)
blank
— —

7. Time in months from leaving LH to arrest.
Presently at LH or no arrest since leaving LH.
Time in months.

(18-19)
blank
— —

8. Number of arrests since leaving LH.
Presently at LH or went directly to jail from LH.
Number, none - 00

(20-21)
— —

9. Current age
In years

(22)
1
0

10. Currently married? (includes common law)
YES
NO

(23)

blank
1
0

11. Employed or in training school now? (if probation failed or now serving sentence, yes if had job at time of failure.)
Went from LH to jail and is now in jail.
YES
NO

(24)

blank
1
2
3
4

12. Length of employment, all jobs, training, school, after leaving LH to date or arrest.
Presently at LH or went from LH directly to jail and is now in jail.
Entire time.
1/2 or more but less than all
Some but less than half
None

(25)

blank
1
2
3

13. Job, training or school after leaving LH.
List job _____
Presently at LH or never had job, training or school.
Unskilled
Semi-skilled
Skilled

(26)

blank
1
0

14. Did resident leave LH after receiving staff and group permission?
Presently at LH or in jail from LH.
YES
NO

Subject ID# — — —

Appendix F-3

(27)

1
0

15. Hawaiian or part Hawaiian?

YES
NO

(28)

1
0

16. Caucasian (including Portuguese)?

YES
NO

(29)

1
0

17. Oriental (Korean, Japanese, Chinese)?

YES
NO

(30)

1
0

18. Filipino?

YES
NO

(31)

1
0

19. Puerto-Rican?

YES
NO

(32)

1
0

20. Other (Black, Samoan, etc.)?

YES
NO

(33)

1
2
3

21. Association with organized crime (according to LH staff)

Nearly certain - yes
Suspected - maybe
Nearly certain - no

(34-36)

22. Time spent at LH in days
Numbers

(37-39)

23. Number of weekend furloughs divided by weeks at LH.
Numbers

(40-42)

24. Blank

(43-45)

25. Average weekly earnings? (est.)
Dollars

Subject ID# _____

Appendix F-4

(46-48)

26. WAIS full IQ Score
Numbers

(49-50)

27. Highest school grade completed prior to LH
Numbers

(51-52)

28. Age at first offense, juvenile or adult.
Numbers

(53-54)

29. Age when first placed on adult probation or served
jail sentence whichever came first.
Numbers

(55-58)

30 - 31. Blank

(59)

1
0

32. Juvenile Court Record?
YES
NO

(60)

1
0

33. Committed to HYCF or equivalent?
YES
NO

(61)

1
0

34. Has received probation or jail sentence more than once?
YES
NO

(62)

1
0

35. Last offense prior to LH involving property?
YES
NO

(63)

1
0

36. Last offense prior to LH involving person?
YES
NO

(64)

1
0

37. Last offense prior to LH involving drugs?
YES
NO

(65)

1
0

38. Weapon involved in last offense prior to LH?
YES
NO

Student ID# _____

Appendix F-5

(66)
blank
1
2

39. If yes to item 36, injury to victim?
Not applicable (item 36 answered no)
Minor
Serious (hospitalization) or death

(67)
1
0

40. Drugs/alcohol use noted as a problem while on probation or in jail.
YES
NO

(68)
1
0

41. Previous time served in jail?
YES
NO

(69)
—

42. Number of previous adult convictions.
Number 0 - 9

(70-73)
— — — —

43. Total number of days in jail and on probation prior to LH entry.
Numbers

(74-77)
— — — —

44. Blank

(78)
1
2
3

45. Status upon entry to LH
O. R. case
Probationer, sentenced to LH
Serving jail sentence

Subject ID# — — —

IN THE CIRCUIT COURT OF THE FIRST CIRCUIT

STATE OF HAWAII

STATE OF HAWAII

vs.

Defendant

CR. NO.

APPLICATION FOR RESIDENCE AT
LILIHA HOUSE

and

ORDER

The undersigned hereby applies to the Court for permission to reside at the Liliha House for supervision in preparation for returning to society as a useful member of society.

Should the Court grant this request, the undersigned hereby promises and agrees to abide by all the rules and regulations now existing or hereafter promulgated or ordered by the Director of the Liliha House concerning every aspect of the conduct of the undersigned during the residence period at Liliha House.

It is expressly understood by the undersigned that this agreement includes 24 hours supervision per day by the Director of Liliha House and/or any of the staff members there.

The undersigned further agrees and promises to allow the Director of the Liliha House to return the undersigned to Halawa Jail for any reason whatsoever as determined by the Director of the Liliha House, and that any rights the undersigned may have to any hearing regarding such return to Halawa Jail, and that any such hearing will be scheduled and heard only after the undersigned is returned to Halawa Jail and expressly applies for such hearing in writing. In the absence of any application for such hearing, no hearing will be held and the decision of the Director of the Liliha House to return the undersigned to Halawa Jail will stand.

It is further expressly understood and agreed by the undersigned that the return of the undersigned to Halawa Jail by the Director of the Liliha House may be accomplished forthwith by direct arrangement by the said Director and Halawa Jail without prior consultation or notice to the undersigned, but that after the undersigned is returned to Halawa Jail,

Appendix G-2

the undersigned will be notified within 48 hours and in writing by the said Director of the reasons for the undersigned being returned to Halawa Jail.

Dated at Honolulu, Hawaii, this _____ day of _____, 19____.

Defendant

APPLICANT'S REQUEST for
residence at Liliha House
IS HEREBY APPROVED:

Attorney for Defendant

Director, Liliha House

ORDER

IT IS HEREBY ORDERED that the defendant is permitted to temporarily reside at the Liliha House in accordance with the terms set forth in the above application.

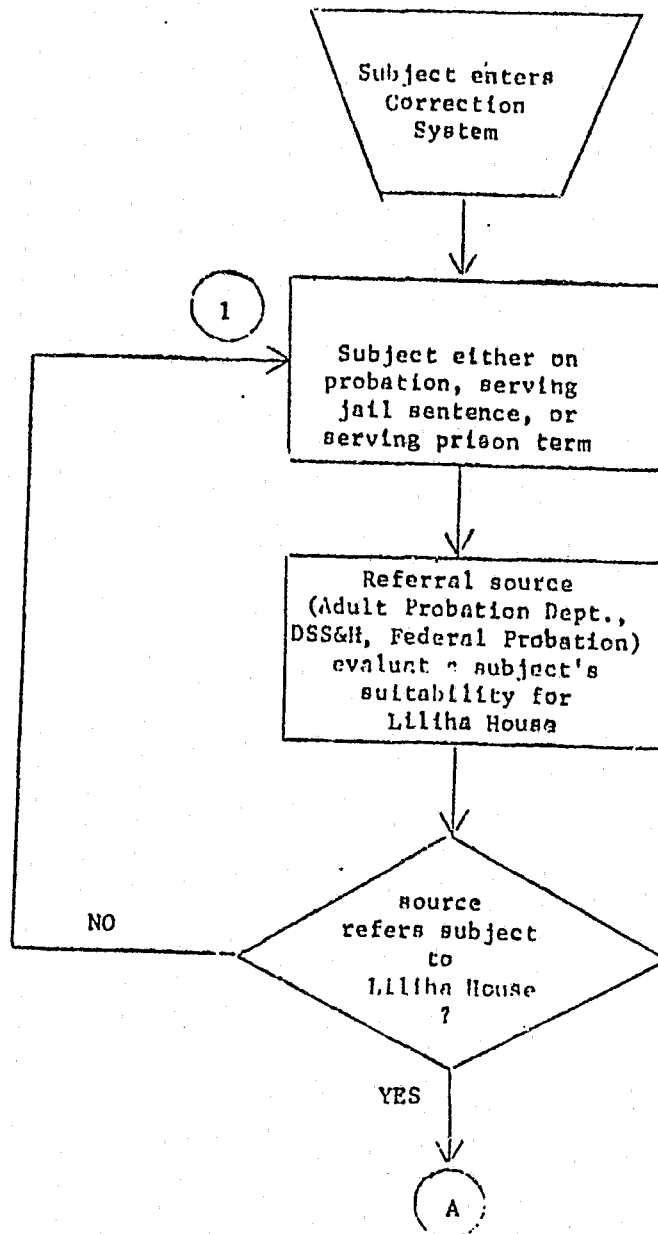
By this Order, the Court intends that Halawa Jail will continue to have the authority to retain the defendant and thus accept the defendant when returned by the Director of Liliha House.

Dated at Honolulu, Hawaii, this _____ day of _____, 197____.

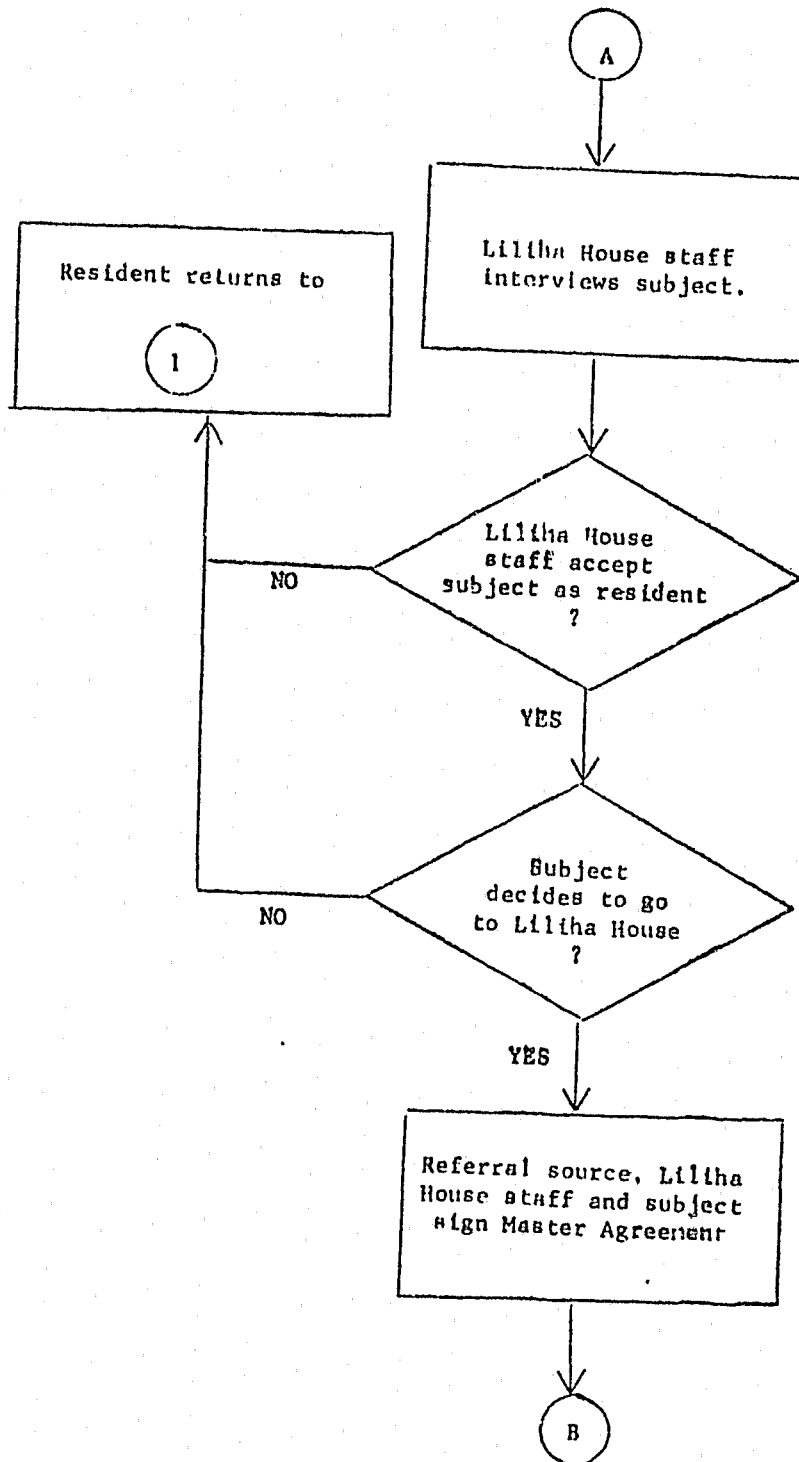
Judge of the above entitled Court

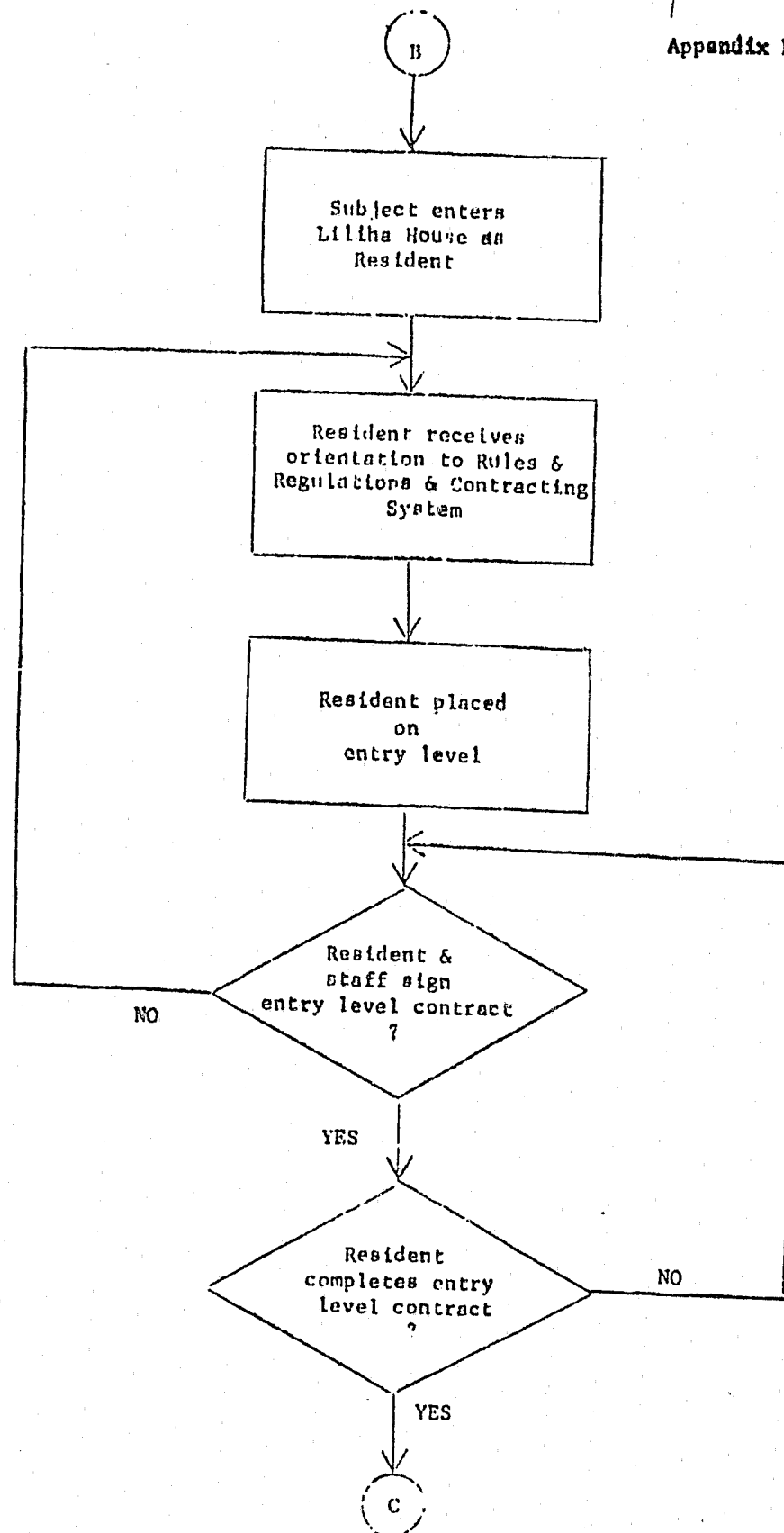
Flow Chart

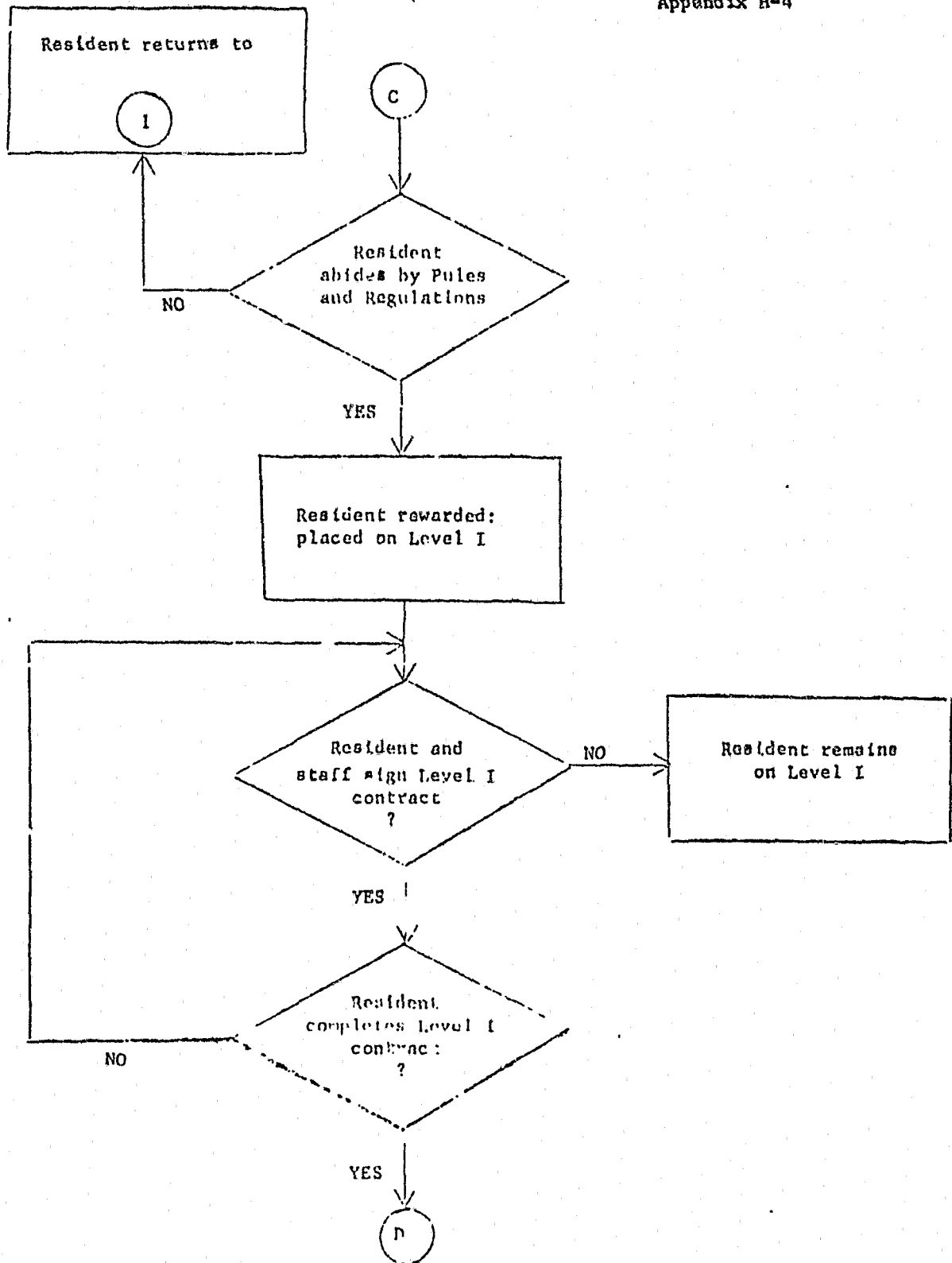
LILHA HOUSE RESIDENTIAL PROGRAM



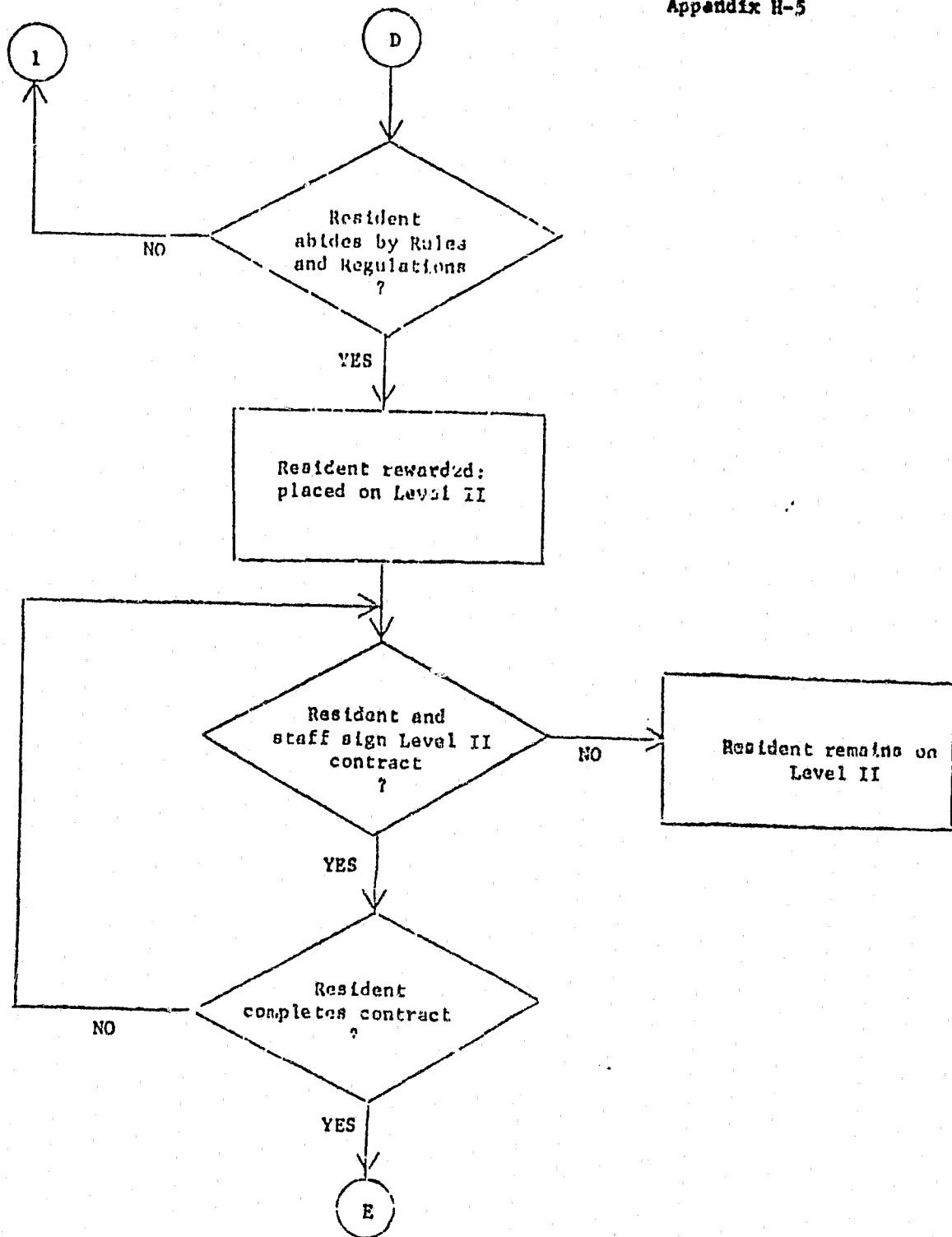
Appendix H-2



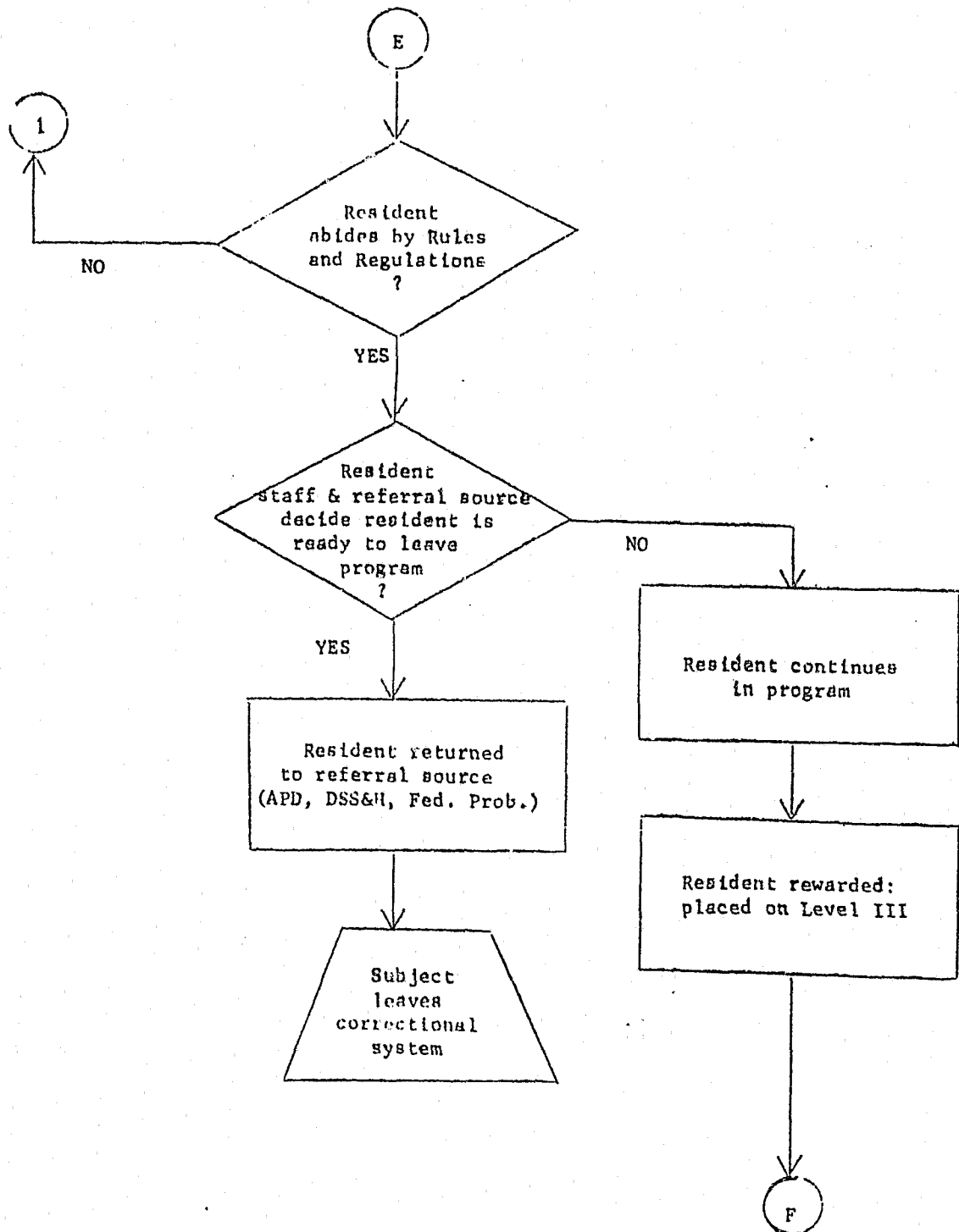




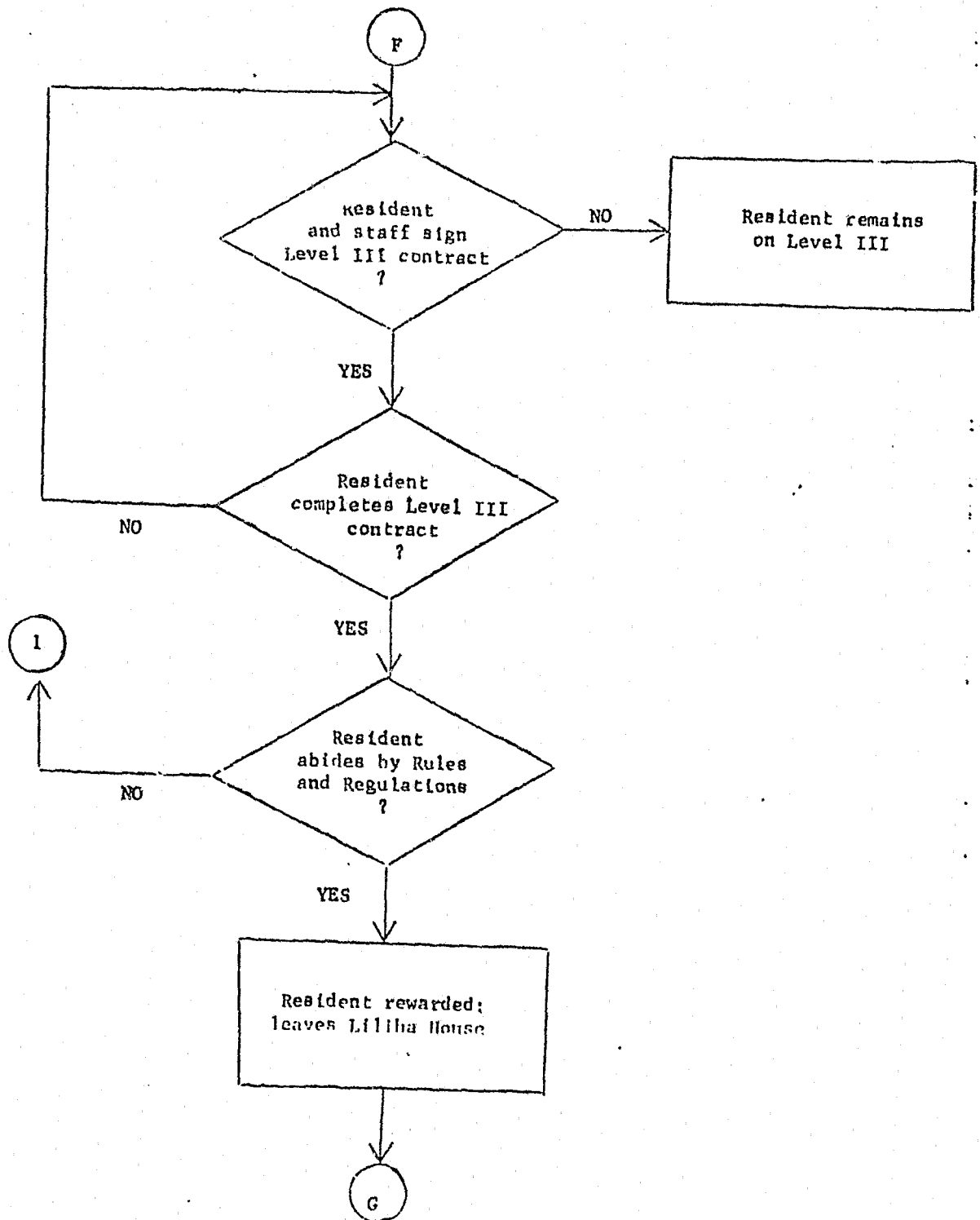
Appendix H-5

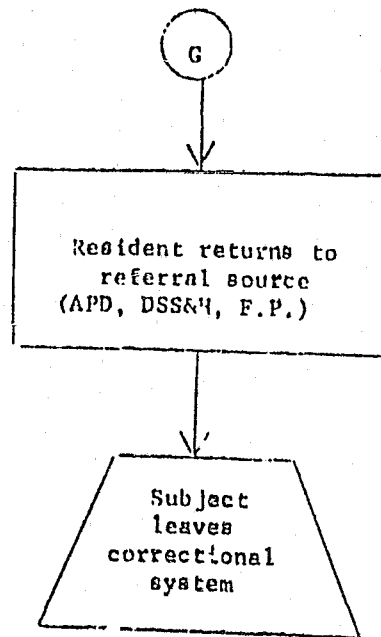


Appendix H-6



Appendix H-7





LILIHA HOUSE ADVISORY BOARD

Sandra Akau, Alternatives for Youth

Mel Ando, John Howard Association

Emmett Cahill, John Howard Association

Ralph Glanstein, John Howard Association

Rodney Hee, Adult Probation

Michael Kakesako, Corrections Division

Rev. Robert Mackey, S. M., John Howard Association, President

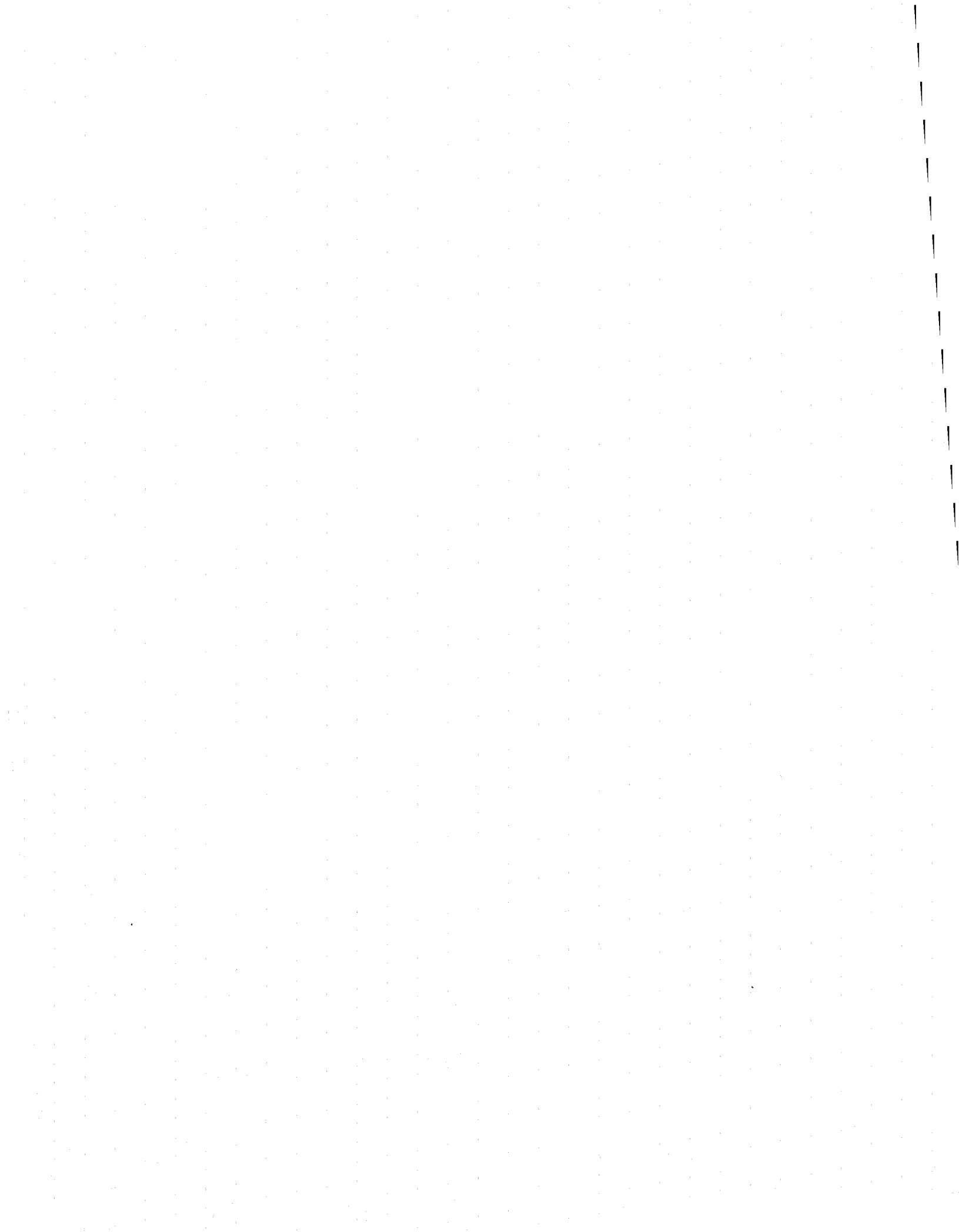
Jay Ogden, John Howard Association

Vincent O'Neill, St. Francis Halfway House

Kathleen Stanley, Social Welfare Development & Research Center

Robert Ueoka, Administrative Services Circuit Courts

Edith Wilhelm, Hawaii State Prison, Chairman, Advisory Board



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