



Report on the Evaluation of the Bridge Foundation Halfway House Transitional Living Program & Beacon

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Table of Contents

Contents

Acknowledgement	3
Introduction	4
Background	6
Program Justification	8
Evaluation Methodology and Terms of Reference	8
Findings and Analysis of Key Evaluation Questions	12
SWOT Analysis - The Bridge Foundation, September 2021	16
Relevance of the Services	17
Effectiveness of the Services	20
Efficiency of the Services	20
Sustainability of the Services	21
Conclusion and Suggested Recommendations	22
General Comments	22
Conclusion	22
Suggested Recommendations	23
Appendices	25
Appendix 1 – Updated Policy and Procedures	25
Appendix 2 – Balance Sheets	34
Appendix 3 - The General Evaluative Criteria Areas for The Evaluation	37

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Acknowledgement

It must be acknowledged that this evaluation would not have been possible without the cooperation and support of the Ministry of Home Affairs, the Bridge Foundation (its Board Members, Current Residents, Past Residents), and the National Drug Council.

Evaluations are essential in programming as they can; demonstrate any impact the program has had on current and past participants, ensure quality, helping to prioritise resources by looking at the program components that are most effective or essential, and recommend improvements, to name a few.

The NDC supports the need for transitional housing in our communities and this has been expressed and is embedded in the National Anti-Drug Strategy. In so doing, it encourages a collaborative approach between both public and private entities. It is very important to note that during recovery, transitioning back to society (especially in small communities) is very difficult for those individuals who are struggling with addiction.

We would also like to thank Dr. Ken-Garfield Douglas for his assistance in this process and we hereby gratefully acknowledge the contributions made by all involved in this project.

Introduction

Varying definitions exist for Halfway Houses in the literature. To provide a suitable reference for the evaluation findings, conclusions, and suggestions or recommendations, a variety of these definitions are presented below.

Halfway Houses are transitional living places for those in recovery from drugs or alcohol. In some states, because of legal requirements, the term “sober living house” is used. Some people go to halfway houses from a treatment center, prison, or a homeless situation, while others go there to be in a sober and clean environment to begin the recovery process. Some residents are in halfway houses due to court orders.

What is a Halfway House (also spelled halfway house)?

A halfway house¹ is a facility that accommodates individuals battling alcoholism, drug addiction, mental illness, and similar disorders. Some halfway houses may specialize in different areas, such as alcoholism, drug addiction, mental illness, or released prisoners. The court may order residency in a halfway house for individuals on parole, probation or those who are recently released. Some prisoners need to condition themselves in a supervised setting before going back to the normal world outside the prison.

A halfway house imposes strict regulations for its residents to mitigate the chances of relapse. Residents are required to sign the house rules contract that includes the policy against bringing alcoholic drinks and prohibited drugs and requires the adherence to curfew and similar rules. Noncompliance to the house rules subjects a resident to removal from the halfway house.

Halfway houses are transitional living spaces for those leaving a rehab center, prison or looking for refuge from the streets. It provides a sober living situation for people

¹ http://www.sober.com/facilities/halfway_houses

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

recovering from drug addiction. Many halfway houses have a set of “house” rules, whether it is a set of chores, curfew, complying for random drug tests, full-time employment, or school attendance. These sets of rules are designed to keep residents focused on sobriety and prevent any distractions from the recovering process.

Residents are also required to attend either Alcoholics Anonymous or Narcotics Anonymous, depending on the substance of choice. Residents should be aware of which support groups are near the house to easily attend meetings. Accessible public transport should also be taken into consideration when choosing a halfway house.

Creating friendships with other members in support groups is also integral in sustaining a long-lasting recovery. Residents who have people they can relate to, especially with those who have been sober longer, often have a stronger support system to rely on along the recovery path.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Background

The Bridge Foundation

The Bridge Foundation is a Non-Profit, non-governmental and non-denominational, Section 80 Company Registered in the Cayman Islands. The Bridge Foundation was founded by Dr Marc Lockhart, Lemuel Hurlston, Terry Delaney, Charles Jennings and Frank Volinsky. It provides transitional (or "halfway house") accommodation to recovering addicts from both drugs and alcohol. Through its Anchor House program, it continues to successfully transition men and women back into mainstream society, and through the Beacon Farmhouse, into productive and responsible members of society.

The Bridge Foundation's Vision is to restore the dignity and self-respect of the disenfranchised through transitional housing. Their Mission is to provide Transitional Housing facilities founded upon value for money, transparency, and accountability. This is accomplished by means of public and private donations which they actively solicit. They also monitor and report the effectiveness and progress of their program, while promoting sober structured living, educational opportunities, life skills development, self-determination, independence, physical and mental well-being, and spiritual development.

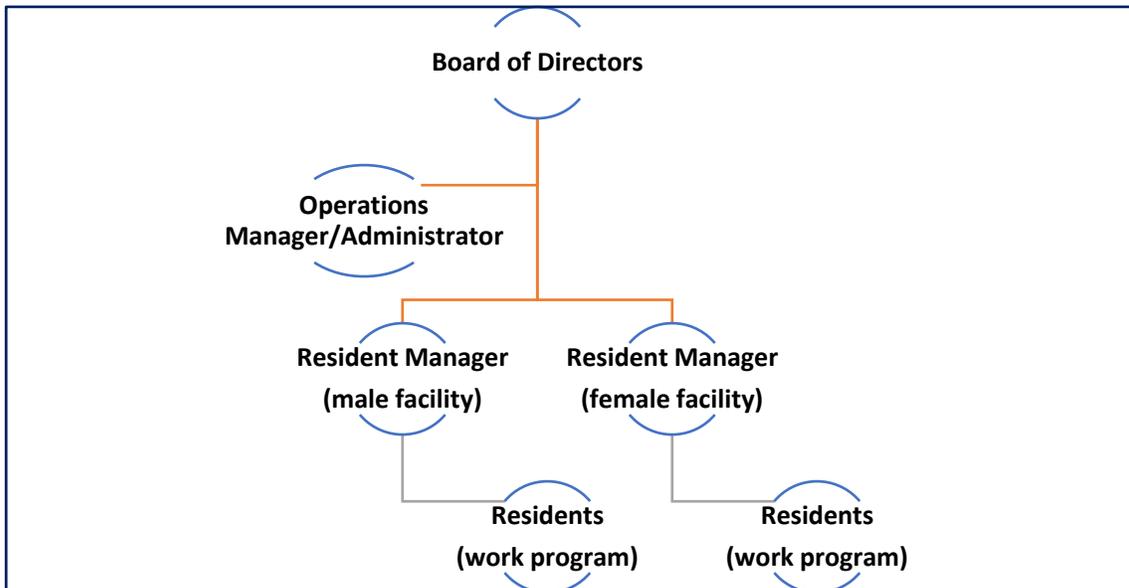
The Bridge Foundation has established a refuge for clients in need of transitional living through its Anchor House Halfway House Program and more recently complemented by the Beacon Farmhouse program. They use a three-pronged approach to achieve their mission:

- Provide a basic living area free of alcohol and drugs.
- Offer support that educates and enriches the client through 12-step program-based lifestyle.
- Aid in the provision of life skills to facilitate independence and economic stability.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Review of minutes of board meeting held in May of 2021 showed that the management team comprised the following:

Granger Haugh	Director/ Chairman
Bud Volinsky	Executive Director
Jack McLean	Director/ Operations Manager
Melanie McTaggart	Director/CFO
Christopher Bouck	Director
Scott Haugh	Director
Emma Powell-Izquierdo	Director
Sue Klimaitis	Director
Lemuel Hurlston	Director/Secretary
Alexander Urquhart	Chief Operating Officer (Beacon Foundation)



From an operational point of view, the main goal continues to be to secure a permanent home for the halfway house programs for both males and females. To this end, the Foundation is presently actively expanding its housing with an aim to accommodate an additional five male clients. A new women's facility is also proposed with capacity for four females. The total capacity will therefore number 23 beds.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Program Justification

There is no disputing that there is a great need for transitional living solutions on the island. There is a government funded male and female residential drug treatment program; the prison operates a system of parole; employment and homelessness are the two most challenging social factors for a person coming out of prison or treatment; and there is also an active drug court program.

The literature justifying the operation of halfway houses clearly indicates that absence of rehabilitative structure leads to recidivism or "relapse", which tends to arise when someone is paroled or released after time is served. Findings also illustrates that relapse often occurs when an individual returns, without proper support, to the surroundings where his or her addiction originated.

The fact that there is no active drug treatment intervention taking place at the prison makes it even harder for a newly released offender to enter in transitional living successfully. This is since breaking the cycle of use and learning to be abstinent is a major hurdle to accomplish without conditioned rehabilitative approaches. If the prison is to benefit meaningfully from this facility that is available, efforts must be made to introduce some form of drug and alcohol treatment intervention in the prison—in particular, as part of a pre-release intervention for those known to be problematic drug users.

Evaluation Methodology and Terms of Reference

Rationale

The National Drug Council (NDC) through its Act (National Drug Council Law) is mandated to advise the Minister, and such persons, groups, organizations, or bodies as requested it to do so, on policies and programs related to the prevention of drug abuse, the treatment and rehabilitation of drug abusers and the care of connected

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

persons. Additionally, the National Anti-Drug Strategy has articulated the need to address treatment and rehabilitation in the following strategy:

Strategy III: To guarantee the delivery of treatment and rehabilitation services that meets the needs of individuals and their families..... with the following objectives:

Ensuring a system of effective and varied treatment programs

- Establishment of a transitional/ half-way house or low-threshold facility for homeless or dis-enfranchised persons
- Provide services as required to enhance Judicial process for drug related clients

Existence of a multi-level approach to treatment services which include:

- Short/long term treatment
- Transitional housing
- Judicial support services
- Male Treatment /Rehabilitation programs
- Female Treatment /Rehabilitation programs

In its continued effort to monitor and determine the effectiveness of transitional services on the island, the NDC is seeking to establish the outcomes of those clients that uses the available services offered by the Bridge Foundation as they participate in the program. Evaluations such as this, provide the evidence to determine the benefits of such a program to our community as well as to determine the extent of impact and utilization of this service.

The Government has been assisting the Bridge Foundation with a quarterly subsistence based on their Mission, Vision, Business/ Strategic Plan, and their previously established successful provision of this much needed service to the Cayman Island community of problematic drug users.

Terms of Reference for the Evaluation

The following broad categorization will be used to make major assumptions about the Bridge Foundation Halfway House:

- the agency strategic position within the conceptual framework of treatment and rehabilitation
- the program management/coordination process

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

- implementation issues
- linkages to the continuum of care
- service delivery issues
- monitoring and reporting

Issues To Be Studied

As with previous evaluations of this facility, the main activities to be pursued during this evaluation are as follows:

- i. Based on all relevant background documents, technical and financial progress reports and other reports relating to The Agency operations:
 - a. review the achievements of activities under each output,
 - b. analyse to what extent the overall outputs in the specific areas have been met.
- ii. Assess the present relevance of the agency's original concept of services as well as its contribution to the achievement of treatment and rehabilitation mandates; (i.e., assess whether the assumptions in the original conceptualization of the agencies' mandates are still relevant.
- iii. Review the processes of implementation in all essential areas particularly with respect to coherence to the acceptable standards of operation, and efficiency and effectiveness.
- iv. Assess the achievements derived from the Agency efforts to date within the framework of the strategy defined in the treatment continuum.
- v. Assess the degree of effectiveness and efficiency of the various management structures, delivery structures, and coordination structures in achieving outcomes. It would be important to analyse the management capabilities in the program implementation phases in relation to individuals. In particular, an accurate analysis on monitoring and follow up activities should be carried out as well as an assessment of the extent to which outputs can be reached based on these capabilities.
- vi. Undertake an analysis of the Strengths, Weaknesses, Opportunities and

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Threats (SWOT) and the sustainability of the essential components of The Agency.

- vii. Provide recommendations on any adjustments to the direction, management and operation of the agency that may be required to ensure the full achievement of objectives and outputs.

Format of the Evaluation

1. This was a process evaluation covering a three-year period (2019- June 2021).
2. It was done using a mixed methodology, including:
 - a. Desk review of pertinent documents—policy and procedures, treatment statistics, financial statements, minutes of board meetings, current industry literature, and media reports
 - b. Virtual interviews with key stakeholders at the Bridge Foundations
 - c. Analysis of service processes and utilization pattern

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Findings and Analysis of Key Evaluation Questions

This report provides a formative assessment, cost assessment and process evaluation of the Bridge Foundation Halfway House Program located at their Anchor House facility as well as the operations at the Beacon Farmhouse facility.

Management Structure

The program has an acceptable management structure in place (indicated above). There is a named Board of Directors for the Foundation that provides the strategic direction, oversight and provides for accountability. The program is managed by an Operations Manager/Administrator with responsibility for the overall day to day operations of both facilities, and two resident managers who provide the on-the-ground oversight for the in-house clients.

The program is part government and part donor funded. The main activities are:

- Self-supporting/self-fulfilling environment including family support for re-integration*
- Provision of shelter/housing for clients as they transition back to society— “clean bed and sufficient food”*
- Employment—on site (at Beacon Farmhouse) or in the community*
- Finances—food vouchers, sufficient ‘seed money’ to maintain a bank account*
- A guarantee of post-graduation contact—whether through opportunities to continue to participate in groups sessions or being mentors to program inmates who have not yet graduated*
- Operation of a clubhouse (group meeting and mentoring activities for inmates and past graduates)*

The review indicates that the operations are in conformity with acceptable standards of operation. There are set residency guidelines and expectations as well as confidentiality requirements that conform to international standards, such as: the clients must be drug and alcohol free; subjected to random drug and alcohol testing at any time, with or without cause; attendance at weekly house meetings; be employed or actively seeking employment, etc. See appendix 1 for residency guidelines and expectations.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Bridge Annual Demand for Treatment

The residential facility operated at full capacity (14 clients) throughout the evaluation periods – 2019, 2020, and up to June 2021. For the first two years, 79% of clients (11/14) were new clients and documentation showed that 50% were new for the first half of 2021.

Although the transition rates (36% and 14%) were lower than expected (four in ten or 40% is the expected rate), 36% and 50% of clients were still resident at the facility in 2019 and 2020 respectively. More than one in four clients (29%) experiences a relapse during the periods 2019 and 2020 and there was only one documented administrative discharge in 2020 and 2021.

A notable high number of clients were referred to the facility through the justice system (36%, 43%, and 29% respectively over the period). Self-referrals as well as referrals from CHRC accounted for the remaining referrals.

Table 1: Annual Statistics – Male Residential Treatment 2019 -June 2021

Variables	2019	2020	2021*
Number of residents	14 (11 new)	14 (11 new)	14 (7 new)
Number transitioned	5 (36%)	2 (14%)	5 (36%)
Number relapsed	4 (29%)	4 (29%)	2 (14%)
Number administrative discharge	0	1 (7%)	1 (7%)
Number in resident at end of year	5 (36%)	7 (50%)	6 (43%)
Number reoffended	None	None	None
Referrals			
CHRC	4	4	0
Self	5	4	1
Justice system	5	6	4
Other	0	0	2
Time in residence			
Range	2-318 days	19-401 days	19-104 days
	8/14 (57%) over 100 days	6 >100 days with 4 >300 days	3 >80 days

Note – for 2021, period of review is January to June

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Beacon Farmhouse Assessment

The percentage success of Beacon Farmhouse since opening in March 2017 to present day of 2021 is 28.6%. This is attributed to the high rate of relapse among clients. During 2020, intake showed three (3) women and two (2) men. Women at Beacon Farmhouse presently have a success rate of 33%, while men are at 25%. However, seven (7) clients have been accepted and two (2) have remained clean in recovery and continue to live in the home.

Clients coming straight from the center and missing the leg of the Bridge transitional living unit, which I think is a majorly important link to any individual's ability to succeed in such a small island, are at a great disadvantage. Without the Bridge, clients lack lots of necessities to transition back to the community and showing some form of independence, even at the level of living in a low-monitored home as Beacon Farmhouse, while still early in recovery. The Beacon Farmhouse comes with more responsibility than the halfway house because by the time you transition to the Farm you should be able to demonstrate maturity in remaining sober and exhibiting characteristics of being a responsible and productive member of society.

Table 2: Beacon Farmhouse Statistics 2019 -2021

Reoffended	Referral	Date Admitted	Status	Duration
Farmhouse Statistics 2021				
No	Self	18 May 2018	Transitioned From Bridge In Residence	2 Years 328 Days
No	CHRC	6 March 2020	In Residence	1 Year 125days
No	Self	7 July 2020	Transitioned From Bridge Discharged For Aggression	345 Days
No	Self	1 February 2021	Transitioned From Bridge Relapsed	33 Days
Farmhouse Statistics 2020				
No	Self	18 May 2018	Transitioned From Bridge In Residence	2yrs 227 Days
No	CHRC	6 March 2020	Relapsed	109 Days

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

No	CHRC	6 March 2020	In Residence	300 Days
No	Self	7 July 2020	In Residence	179 Days
No	CHRC	20 July 2020	Relapsed	70 Day
No	CHRC	31 August 2020	Relapsed	61 Days
Farmhouse Statistics 2019				
No	Self	18 May 2018	Transitioned From Bridge In Residence	1 Yr 227 Days

Overall Impact of Covid-19 Pandemic on Bridge Anchor House and Beacon Farmhouse

1. New rules for acceptance to home, (to adhere to the governments Pandemic regulations and rules) implemented by (The Bridge Foundation).
2. The facility was temporarily closed for a period of six weeks—April to August 2020—during which time intake for at least six (6) clients were impacted. Though family were not allowed to visit during the strict restrictions, this did not affect the overall operations of the facility when operations were resumed.
3. Clients in CHRC were given ultimatum if working outside and this impacted one client during the initial lockdown stage of the pandemic. This impact came from her having employment on the farm and the treatment center not allowing clients to leave and return to the center, so if they remained in the center, it would not have been possible for them to continue working. That client remains in the residence since, until today.
4. Another three of the clients came in from the center as well that year, one prior to lockdown and two after, they all relapsed, one transitioned to Beacon House from Anchor House.
5. The statistics of relapses were very high.
6. Covid-19 regulations implemented by (Government) were strictly adhered to in the Home.

Other Critical Issue Affecting Treatment

1. Closure of the women facility due to low demand and high financial liability. This prompted the Bridge Foundation to erect a studio apartment on the grounds of Beacon Farm to house the women who were now displaced.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

SWOT Analysis - The Bridge Foundation, September 2021

STRENGTHS:

Community support

Strong relationship with the press and the media

Support, assistance, and cooperation from the following:

- The Government of the Cayman Islands
- Government departments and stakeholders both public and private

Partnering agency support

Strong Board of Directors and Governance Structure

Growing donor base

WEAKNESSES:

Leased properties as opposed to owned

Inconsistent revenue stream inhibits long-range financial planning.

OPPORTUNITIES:

Controlled expansion and service improvement.

Succession planning.

Permanent link in the rehabilitative process on the island.

Public-private partnership with the government.

Solid benefactors regarding immediate need

Increasing and expanding need for the services provided

THREATS:

Sustainability – mainly due to donor support for operating expenses

Possible policy complications regarding service provision.

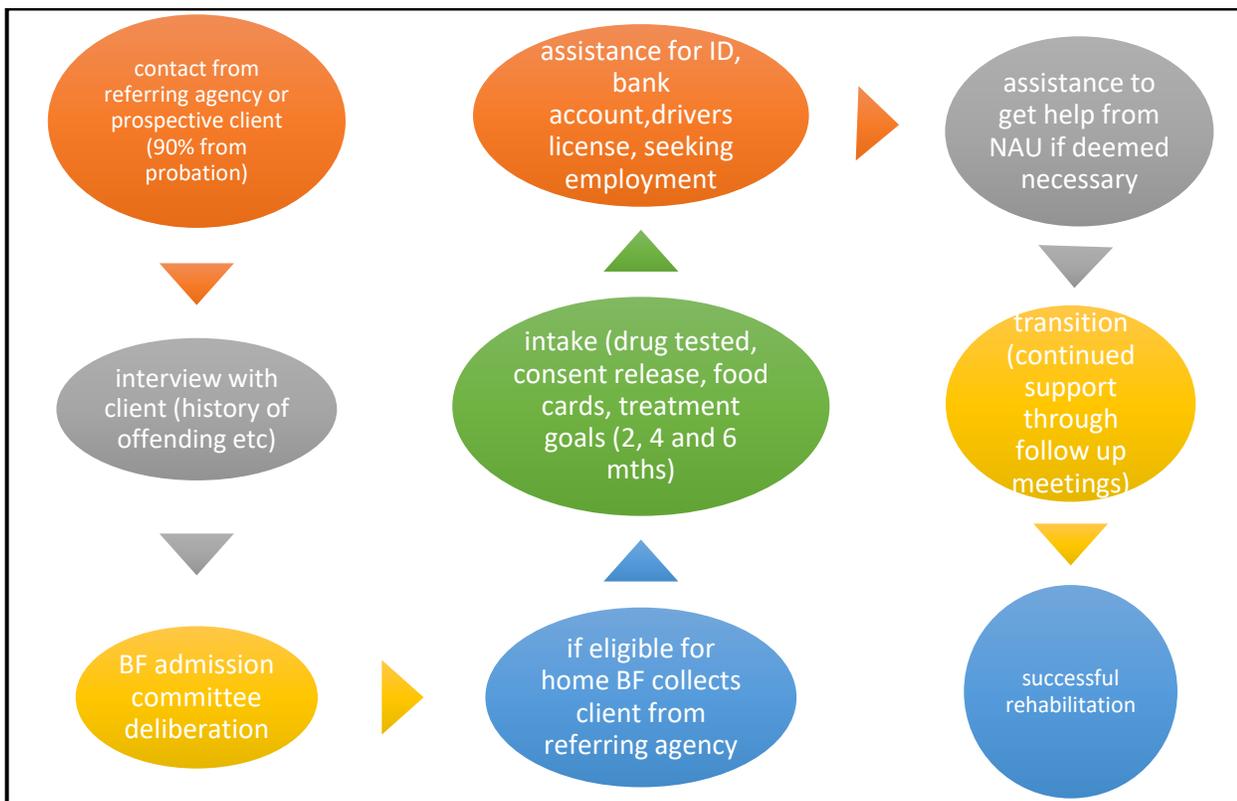
Stereotypes and prejudices possibly complicating service provision

Expansion may create additional burden

Diversity of service that are being planned may also create additional financial burden

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Figure 1: Flowchart of BF Client's Intake and Residency Process



Referrals
CHRC
Self
Justice system (probation and drug court)
Other

Relevance of the Services

- In respect of the real need related to the strengthening of the capacity of The Agency to respond to the drug treatment demand
- Complementarities between The Agency mandate and other national initiatives in the continuum of care

The BF has documentation to support that it has been offering this type of modality to clients in need of its service since 2010 and has been doing it with a notable high degree of success. It continues to be one of only two transitional living facilities on the island. Review of its demand statistics showed that it continues to operate at

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

full capacity while sharing the burden with the other nonprofit agencies that together try as-best they can, to meet the demand for treatment on the island.

The BF presently credits their service as being able to guarantee clients:

- *Self-supporting/self-fulfilling environment including family support for re-integration*
- *Provides shelter/housing for clients as they transition back to society— “clean bed and sufficient food”*
- *Employment—on site or in the community*
- *Finances—food vouchers, sufficient ‘seed money’ to maintain a bank account*
- *A guarantee of post-graduation contact—whether through opportunities to continue to participate in groups sessions or being mentors to program inmates who have not yet graduated*

Continuous dialogue and a good working relationship with the Partnering Agencies listed below are essential to the continued success of the BF mission. Not only is the client base derived from among these agencies but the client’s welfare with respect to employment opportunities, medical needs, financial support, for example, are met or can be influenced by some of these agencies.

- *Caribbean Haven*
- *Dept. of Children & Families*
- *Dept. of Counseling Services*
- *Dept. of Community Rehabilitation (Probation)*
- *Dept. of Employment Relations*
- *Dept. of Prisons (Parole Board)*
- *Drug Rehabilitation Court*
- *National Drug Council*

Presently the staff complement is made up entirely of recovering addicts who are devoting their time to ‘giving back’ to society through the provision of this service to the addicted population. This model is common throughout the jurisdictions and can lend itself to being a best practice for this transitional living approach.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Images of Residential and Farming Facilities



Effectiveness of the Services

- **What direct results have been achieved by The Agency under each of the areas of output and regarding the support to other stakeholder agencies**
- **What indirect benefits or unplanned results have been achieved because of the implementation of activities by The Agency**
- **Have the planned benefits been delivered and received from the standpoint of the beneficiaries and relevant stakeholders**
- **Have the activities undertaken over time enhanced the capacity of individual clients (beneficiaries) to effect behaviour change in response to their drug abuse**

Complementary to the findings with regards the non-reoffending, transitioning, and low level of administrative discharge among clients reported earlier, the testimonial of the Director/ administrator during this evaluation interviews serve to highlight the benefits derived by clients who have participated or are presently participating in the halfway house transitional living program as well as the Farmhouse work related activities.

Successful clients maintain contact with both the BF and CH where they provide support for holding groups and mentoring clients. The recovering community as a whole view these successes as important in providing hope to other addicted individuals who are struggling with maintaining abstinence and or re-offending. The opportunity to enrol in, and participate in transitional housing either by self-referral or by mandate is a tremendous plus for prospective clients given the high degree of social disconnectedness associated with drug abuse and criminal offending.

Efficiency of the Services

- **How has The Agency implemented activities with respect to the management, financial accounting, reporting, and responding to problems and challenges encountered in relation to achieving its stated mandate**
- **What has been the absorptive capacity for funds made available and what has been the value for money spent**

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

- **What indicators, systems and practices are in place (and planned) to measure management performance and the outputs, outcomes, and impact of The Agency**

The BF has demonstrated good fiscal prudence with respect to implementing activities and managing the affairs of the Foundation and utilizing the funding provided through the donor community and the government grant. The absorptive capacity for funds made available was very satisfactory. The management, financial accounting and reporting was also satisfactory and can be seen in the abstracted balance sheets of the audited statements for the review period which are in the appendix. It is also important to note that significant community support is given by a professional accounting firm for the management of the finances including the annual audit.

Sustainability of the Services

- **To what extent is there support at the policy-making level for the objectives of The Agency to ensure that it remains a priority resource for treatment and rehabilitation.**
- **What organizational arrangements exist or are being devised to ensure that the implementation of relevant programs will be sustained technically, financially, and managerially**
- **What is the present policy environment at The Agency that will enhance the achievement of long-term benefits?**

A consistent quarterly subvention has been provided to the BF by government as well as continuing monetary and material support by the donor community for activities and infrastructural development of the BF. Following on what can be viewed as a successful period (2019-2021) it stands within reason to expect that future commitment would be easier to justify and as such prospects for sustainability is more positive than negative.

The Ministry of Home Affairs is a key stakeholder in the evaluation. The evaluation finding conclusively demonstrates support for the program and indicates a reasonable sustainable associated cost for the program. The program can be generally seen as having additive value to the continuum of care in that this type

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

of program is identified as a key component of any recovery initiative among offenders and addicted individuals.

The literature supports this intervention and its success for the Cayman Islands can only be enhanced if the agency (BF) is recognized as a key participating agency in the continuum of care for the treatment and rehabilitation of addicts.

Conclusion and Suggested Recommendations

General Comments

1. Although the Bridge Foundation is a non-governmental charity, it can be viewed as a key component of the continuum of care and an assessment, at the policy level, should be done to determine its placement within this continuum and how its services might be or can be integrated for sustainability of service delivery in the long-term. In other words, if it is determined on assessment to be important in the continuum, how can it be adequately funded, and its services be used effectively to improve outcomes within the continuum of care.
2. As indicated in previous evaluation reports related to the Bridge Foundation, the time is right for a stakeholder analysis of all key agencies to look for overlap in roles and propose measures to strengthen weaknesses that only serve to diminish the potential of agencies to serve their clients in the most appropriate way. I would strongly suggest that the findings of this evaluation be used as a means by government to determine the context of Service Level Agreement (SLA) with agencies needing funding for Halfway Houses or other client-centered services. This would provide information as to the level of expected results for efficiency, effectiveness, and sustainability. It will also provide guidance on minimum standards to adhere to.
3. Agencies must be subjected to ongoing monitoring and formalized evaluation. This provides for a culture of oversight and accountability.

Conclusion

This is a process evaluation that is conducted based on whether or not the program is achieving what it has stated to be its objectives (based on the Mission, Vision,

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

business/ strategic plan, etc.). it can be concluded from the evaluation findings that the BF efforts at providing transitional living has produced an acceptable level of success within the population it serves. Individuals have remained clean for extended periods of time and can speak to their now successful re-integration into mainstream society (having a bank account, full or part-time employment and national identification and considers themselves as “equal citizens”). The program management is working hard at making the program successful and has a keen interest in progressively moving into offering more opportunities to potential clients given that funding becomes available to sustain those efforts.

In addition, the author is of the opinion that this program can be considered the best-practice intervention for transitional living and community rehabilitation on the island.

Suggested Recommendations

Recommendations for what can be improved to meet regional and internationally accepted standards are contained in the suggestions following.

- Significant stakeholder analysis is needed to identify agencies best suitable to implement specific components of an agreed community rehabilitation program that seek to meet the need of criminal offending/addiction clients. This would serve to reposition responsibilities and resources to where they are more likely to provide better outcomes and overall impact for the population to be served.
- Financial support should be tied to a Memorandum of Understanding (MOU) and Service Level Agreement (SLA) with the NDC or some other responsible agency (RA). This will:
 - Have the RA provide oversight to the program implementation through the RA’s own capacity or through agency capacity identified by the RA. In this regard, it is my suggestion that the Department of Community Rehabilitation should be integral in this process of monitoring and oversight of the BF program.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

- Develop reporting criteria to facilitate monitoring of the SLA
- All programs must be subjected to annual performance monitoring and three-year evaluation— (Is the program successfully meeting its objectives? Is it value for money? Is there justification for repeat budgetary funding?)
- Bridge Foundation can be seen as a transitional housing facilitator supporting the need for ‘safe’ housing created when clients are transitioning from the Caribbean Haven treatment program and need somewhere to live for a sufficient period to allow for re-integration to society. This can also be translated into an offering of transitional living through a substance rehabilitation referral system to all clients who have been successfully assessed and determined to need safe housing. This need can be determined and quantified in terms of what it would cost to provide the service to one person and then a quota system can be established with appropriate agreement that will translate into a steady funding source for the operations of the facility. For example, it may be determined that the Bridge Foundation can provide transitional living for at least five clients referred from the justice system annually at a cost of (\$16,000.00) and this by agreement would be funds made available to the Bridge on an annual basis by the referring agency.
- Sustainability and success of the BF program can be significantly improved if the Foundation is provided with interagency support (as aforementioned) with respect to housing and employment needs of the clients they serve. Possible collaborating agencies are the Department of Children and Family Services, Probation Services, and the Department of Employment Relations.
- To garner community support (fund raising) and overall understanding of the benefits of providing transitional living as a modality in the continuum of care for recovering addicts and released offenders, an awareness campaign supported by town-hall meetings can be implemented.

Appendices

Appendix 1 – Updated Policy and Procedures

The Bridge Foundation- Anchor House and Beacon House Guidelines and Expectations

Beacon House is committed to the following core values: Sobriety, Honesty, Openness, and Willingness. Residents at the house must be dedicated to living an alcohol and drug free life, actively participating in a self-directed 12 step program, and striving to obtain the skills necessary for independence and economic stability.

If you find any section unclear, please contact the House manager or other staff. This includes any questions about the starting package that you can receive from the house manager or other staff.

Moving Into Premises & Duration of Stay

All residents who are deemed to be suitable candidates will have a maximum stay of one year, provided that no corrective action is taken during their stay. There are no exceptions to this policy. All milestones as set forth by the Beacon House and Anchor House Program to develop life skills and independence should be completed during the 12-month period. Residents will be required to participate in a mandatory orientation session with the House Manager immediately after contract and any other necessary intake paperwork has been completed upon arrival to home.

Every resident must also carry a meeting sheet that needs to be signed by any staff at the weekly house meetings or by the meetings chairperson. The meeting sheet is provided and located at the house. ALL residents must attend to at least 5 meetings concerning recovery such as Alcoholics Anonymous (AA) and/or Narcotics Anonymous (NA) meetings, while unemployed, (usually new arrivals). Once employed they must attend a minimum of 3 meetings per week. Attending church is not considered to be a recovery meeting and will therefore, not be included as meetings for recovery. Please mind this issue when the meeting sheets are handed in at the weekly house meetings.

Residents will also have to put up their schedule on the whiteboard, which is located at the house. This will facilitate the coordination of transport for appointments, meetings, and such. If the transport coordination doesn't fall into place at any given point, residents must manage transport themselves, taking the bus or bike for example.

All new residents will also receive a "starting package". The starting package is meant to

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

facilitate and guide the new residents through the first period of their stay, and contains essential application forms and information about various requirements that the residents need to fulfill. The starting package has a system where the documents are named and stacked in different plastic folders, and the applications will be available for the residents at any time at the house.

Confidentiality

All residents must keep in mind that the Bridge Homes are SAFE houses and that the locations of the premises (the Beacon House, the Clubhouse, and the Anchor house) are strictly confidential and private. It is acceptable to tell your sponsor, probation officer and your closest family where you are staying, but it is strictly prohibited to spread the location to others. This is implemented to keep the safe houses SAFE.

The confidentiality does also concern the house meetings; all that is said at the meetings will stay at the meetings and to those who were attending. The secrecy includes all residents and staff members; no information should ever leave the meetings or the rooms.

Curfew

Curfew is the time by which all residents must be present on the property. The general curfew time is 10 p.m., Sunday through Thursday, and 11 p.m. Friday and Saturdays. All lights must be out by 12 midnight every day.

Weekly & Monthly House Meetings

Weekly House meetings and monthly individual one-on-one meetings with the House Managers are mandatory. Attendance is required for all residents with failure to participate being grounds for corrective action. The residents can also voice their concerns during their weekly meetings so any issues or problems can be addressed with the house manager and the residents together, also any encouragement or acknowledgement may be voiced amongst clients or staff at this time. Checkups with each resident will also be made to make sure that the residents are keeping up with their requirements and expectations.

Dress Code

All residents must dress properly outside the premises during day/nighttime, even when you take walks with the dog/dogs. No nightclothes/pajamas within the fence area, outside the fence and throughout. The residents must be presentable at all times, practicing proper hygiene. Remember that we are not the only residents at the area!

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

General Conduct & Behavior

It's a privilege, to become and remain a resident of the Beacon House and Anchor House. Residents must always be aware of how their behavior can impact other residents who are in the program. All residents must behave themselves at all times in a manner reflective of the highest standards of personal care, consideration of others, and ethical living. Residents should be mindful of their role, at home and in the public with regards to the reputation of The Bridge Foundation.

Every resident must also respect the personal space of other residents, not going through or using each other's things without permission. Respect, tolerance, consideration of others and ethical living are essential parts for a collective accommodation to function. Paying respect towards neighbors is another matter that is important for the residents to keep in mind. Keeping the yard clean, assuring the outside and surrounding areas of the home are properly maintained such as garbage bins are in the right place, the grounds are never littered and care to any horticulture requirements

Residents are encouraged to assist each other during their stay. The Beacon House and The Anchor House do not tolerate lying, disrespect, threats or acts of violence, and/or abuse towards other residents. Any resident found, as determined by the House or Operations Manager, to be participating in this sort of behavior will be subject to corrective action as appropriate.

The Beacon House, The Anchor House, its volunteers, and staff will not tolerate vandalism, theft, or any other action constituting breaking the laws of the Cayman Islands. Any resident caught breaking the law, will not only be subject to corrective action, but may be turned over to the Cayman Islands Police for legal action.

Care of the Property & Chores

The Beacon House and the Anchor House must always have a well maintained, clean, and orderly environment. This requires cooperation and awareness on the part of all residents. Furniture and other household items provided by Beacon House, its donors, and sponsors should be well taken care of and maintained. A cleaning schedule is also implemented by the Operations Manager where the residents decide, amongst themselves which day best accommodates their schedule so that the house is always kept tidy.

All residents are also expected to perform one or more chores each day to maintain a healthy and livable environment. Common areas should be always maintained clean and tidy. It is residents'

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

responsibility to clean up after themselves when using the bathroom, dining room, kitchen, or porch.

This includes but not limited to cleaning showers, sinks, toilets, stove tops, oven, refrigerator, microwave, counters, table-tops, and any other appliance or surface used as well as emptying the dishwasher and garbage as necessary. Floors must be swept, mopped, and kept clean including corners and edges. Magazines and books are expected to be stored on shelves. The residents do also have a mutual responsibility keeping the yard in the best condition. This means for example mowing the lawn when necessary and keeping the yard clean from clutter. Residents are expected to make their beds each day, keep their rooms free of clutter and litter at all times, and maintain personal care products in some form of container out of the way. Clothing should be stored properly and be kept clean. There are laundry facilities provided on the grounds.

The House or Operating Manager will be performing random room checks to ensure that properties are being maintained in good condition. Failure to maintain the premises in a tidy and clean manner and/or perform an assigned or agreed upon chore will result in corrective action being taken.

Smoking

Smoking is not allowed in the house at any time. It may be allowed on the outside patio provided the residents are not advised otherwise.

Food Voucher Program

All residents are eligible to participate in the Food Voucher Program. Food vouchers are distributed every week at the house meeting. Residents must attend this meeting to receive food vouchers. Individual food vouchers are purchased by the house on a weekly basis at Fosters Food Fair in the amount of KYD 50. Residents are required to contribute half of that amount, KYD 25, which is due at time of receipt. The House manager or staff will NOT provide you with any extra money. Make sure that you create and stick with a budget. If residents have not found employment and cannot contribute the amount required, they will need to speak with the House Manager for an alternative. All residents are to have access to food while residing at the House.

Rent, supplies, utilities and other house services

Eligibility to reside in Beacon House is a privilege. Residents are not required to pay rent for

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

the first 6 months of residency. Other utilities such as water and electricity, supplies, and additional services such as cable and Internet are for free. Residents are asked to be conscientious of their water and electricity usage. All lights and air conditioners should be shut off if not in use. The house will conduct shopping of cleaning and household supplies every two weeks. Residents are asked to make a list of all missing items on the shared clipboard in the kitchen.

Transportation

All residents are responsible for their transportation needs. The House manager or staff will NOT provide you with transportation money.

Passport and Valid ID

Obtain a Valid ID As Soon As Possible!

There is a 100 CI fee for obtaining a passport. The Bridge Foundation will provide the residents with this fee.

Please notice that a valid photo ID is required before you can apply any other services in the community. For more information about how to obtain a valid passport, please read the starting package.

How to obtain a bank account

For you to get a bank account, you will need a valid photo ID, such as passport, driver's license or a voters registration card. When you have that, you will need a detailed letter from the Bridge Foundation, meeting the banks requirements This will have to be signed by Executive Director or the Operations manager. When you have the letter and the passport, you are ready to take the steps to obtain a bank account with Butterfield Bank. Clients are assisted with applications should this be required.

Drugs and Alcohol Testing

There is a **ZERO TOLERANCE POLICY** relating to the use of drugs and/or alcohol. Absolutely NO drugs or alcohol are allowed on or around the house premises. Residents are expected and required to respect that this is a sober transitional living facility. The intent and obligation of the Bridge Foundation is to provide a drug-free, healthy, and safe living environment that promotes wellbeing and solidarity among the residents.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Mandatory random alcohol and drug testing can be conducted on any of the residents, at any time, with or without cause. If upon testing, the 1st test reads “invalid” then a second test will be administered. If the 2nd test reads “invalid” the resident will be deemed positive and subject to immediate dismissal. If the resident disputes the results of a test, they may, at their own expense, go to George Town Hospital for a U.A. which should return negative results the same day.

The House or Operations Manager reserves the right to conduct searches of Residents personal belongings if there is a reasonable suspicion or cause to suspect the possession of drugs or alcohol. Such searches may be conducted at any time and without warning. If it is found that a resident is in possession of drugs, alcohol or has been deemed to test positive for either, this will result in immediate dismissal. The resident will be given 24 hours to return their key and vacate the premises with all their personal belongings.

Working

Every resident is expected to be “working”. This can mean obtaining full or part-time employment, attending school, or actively seeking work and making use of all Cayman Islands government services available to them. At a minimum, all residents will be required to register for the National Job Link Program sponsored by the Cayman Islands National Workforce Development Agency.

When not working or attending school, all residents are required to volunteer for various activities and perform community service while seeking employment. Residents are encouraged to participate in any paid projects as available under the Bridge Foundation. The residents that are unemployed or does not have an active community service should be seeking employment at every opportunity.

Overnight Leave

The House or Operations Manager must approve all overnight leave. These leaves will be allowed under special circumstances and provided to those individuals who have demonstrated their adherence and dedication to the program. The Beacon House and the Anchor House reserves the right to deny a pass if they feel it is in the best interests of the resident.

Visitors

Visitors must have been approved at all times, by the House or Operations Manager. Overnight guests are strictly prohibited and there will be no male visitors allowed inside the women’s facility

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Beacon House, unless it is approved by the House or Operations Manager, and it is for maintenance or repairs needed by the house. All visitors must remain in the common areas of the house. Common areas are designated to be the living room, the kitchen, the dining area, and the outside porch.

Personal Property

Residents are discouraged from bringing any high valued items on to the property. Each individual has very limited space for storage of personal belongings and residents should only bring what is strictly necessary for their stay. The House or Operations Manager reserves the right to instruct the removal of any possessions if they take up too much space and/or clutter an area in a manner which is deemed to be unfair or hazardous to other residents.

Legal Proceedings and Actions - Pending or otherwise

All relevant court dates and outside appointments with Parole officer, probation meetings, and any other appointment schedule through a court order must be attended. The residents must fulfill this requirement to remain residents at the Beacon House or the Anchor House.

Health Insurance

The residents need to apply for health insurance on their own. Staff will assist with paperwork or instructions, but the client must carry out the necessary work required to obtain it. Presently the only means to do this is through NAU (Needs Assessment Unit)

Prescriptions & Other Medical Needs

Talk to staff regarding extensive needs and prescriptions. All prescriptions must be recorded on the clients file if necessary, upon acceptance and updated as needed.

Individual Program Plan

Will be discussed in general at the weekly house meetings and discussed in detail at the monthly one on one meeting with the House Manager. Daily, Weekly and Monthly Goals should be logged in the journal and discussed during the meetings with the House Manager.

Self -Directed 12 Step Recovery Program:

All residents must participate in a 12-step recovery program by attending required meetings, obtaining a sponsor, finding a home group, and keeping a sobriety date is suggested by staff but cannot be mandated as we are not a treatment facility.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Counseling and Therapy:

All residents are encouraged to get themselves a counsellor, to further understand themselves and what the underlying factors are of their addiction.

Corrective Action

All residents are expected to behave appropriately and to follow the guidelines and expectations along with the house rules. The goal is to guide the residents to correct and proper behavior by identifying the problems, causes and solutions, not to punish the residents. If there is no improvement or if there are repeat occurrences, remedial action may be required. The first strike is notice to the resident by oral warning where the House Manger or other staff should schedule a meeting with the resident to ensure privacy. The House Manger or other staff should also clearly state that he/she is issuing an oral warning. A record of such warning is noted in the client's file.

If the previously notified resident continues to display unacceptable behaviors, the House Manager or other staff will schedule another meeting with the resident, where a written warning (letter) will be handed out. The warning should clearly state at the outset of the letter that it is a written warning and cite the appropriate personnel policy. It should also describe previous steps taken to acquaint the resident with the issue along with the impact of the problem.

The last step of the corrective action system is disciplinary action, where the resident receives a "strikeout". The strikeout implicates that the resident leaves the house immediately. These corrective actions are not punishments for the residents but implemented to keep the residents on the path of sobriety.

Vacating the Premises

To vacate the premises means to give up possession of the property, so when you leave, please make sure that you only take your personal belongings with you. A staff member or roommate if applicable should be present while the client packs his/her belongings. Make sure that the manager is notified if you for some reason decide to leave the premises earlier than expected.

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

I _____ fully understand the guidelines and expectations of the Beacon House and the Anchor House and what is required from me in order to move into the halfway house and become a resident. I promise I will follow the rules and fulfill what is expected from me and keep the confidentiality.

Balance Sheet

As of December 31, 2019

	Total
ASSETS	
Current Assets	
Bank Accounts	
KYD Checking 1361459440018	590.88
KYD Checking 1361459440040	0.46
USD Savings 8401459440030	32,787.04
Total Bank Accounts	33,378.38
Other Current Assets	
Due From CCC	137.11
Total Other Current Assets	137.11
Total Current Assets	33,515.49
TOTAL ASSETS	CI\$33,515.49
LIABILITIES AND EQUITY	
Liabilities	
Total Liabilities	
Equity	
RETAINED EARNINGS	-15,884.43
Net Income	49,399.92
Total Equity	33,515.49
TOTAL LIABILITIES AND EQUITY	CI\$33,515.49

Balance Sheet

As of December 31, 2020

	Total
ASSETS	
Current Assets	
Bank Accounts	
KYD Checking 1361459440018	34,612.81
KYD Checking 1361459440040	0.46
USD Savings 8401459440030	15,177.45
Total Bank Accounts	49,790.72
Other Current Assets	
Undeposited Funds	82.00
Total Other Current Assets	82.00
Total Current Assets	49,872.72
TOTAL ASSETS	CI\$49,872.72
LIABILITIES AND EQUITY	
Liabilities	
Total Liabilities	
Equity	
RETAINED EARNINGS	34,386.60
Net Income	15,486.12
Total Equity	49,872.72
TOTAL LIABILITIES AND EQUITY	CI\$49,872.72

Balance Sheet

As of July 31, 2021

	As of Jul 31, 2021	Total % of Column
ASSETS		
Current Assets		
Bank Accounts		
USD Savings 8401459440030	33,720.41	71.16 %
KYD Checking 1361459440018	13,162.70	27.78 %
KYD Checking 1361459440040	0.46	0.00 %
Total Bank Accounts	46,883.57	98.94 %
Other Current Assets		
Due From Employees	500.00	1.06 %
Total Other Current Assets	500.00	1.06 %
Total Current Assets	47,383.57	100.00 %
TOTAL ASSETS	CI\$47,383.57	100.00 %
LIABILITIES AND EQUITY		
Liabilities		
Total Liabilities		0.00%
Equity		
RETAINED EARNINGS	50,346.72	106.25 %
Net Income	-2,963.15	-6.25 %
Total Equity	47,383.57	100.00 %
TOTAL LIABILITIES AND EQUITY	CI\$47,383.57	100.00 %

Evaluation of The Bridge Foundation and Beacon Farms Programs 2021

Appendix 3 - The General Evaluative Criteria Areas for The Evaluation

Relevance

- ❑ In respect of the real need related to the strengthening of the capacity of The Agency to respond to the drug treatment demand
- ❑ Degree of flexibility and adaptability of The Agency program to facilitate new developments and emerging priorities around institutional strengthening in response to the changes in drug policy direction or activities
- ❑ Complementarities between The Agency mandate and other national initiatives in the continuum of care

Efficiency

- ❑ How has The Agency implemented activities with respect to the management, financial accounting, reporting and responding to problems and challenges encountered in relation to achieving its stated mandate
- ❑ What has been the absorptive capacity for funds made available and what has been the value for money spent
- ❑ What indicators, systems and practices are in place (and planned) to measure management performance and the outputs, outcomes and impact of The Agency

Effectiveness

- ❑ What direct results have been achieved by The Agency under each of the areas of output and regarding the support to other stakeholder agencies
- ❑ What indirect benefits or unplanned results have been achieved because of the implementation of activities by The Agency
- ❑ To what extent were problems and challenges encountered at the management and implementation levels responded to in a prompt and effective manner
- ❑ To what extent has the adoption of work plans within the Agency stimulated more effective implementation
- ❑ Have the planned benefits been delivered and received from the stand-point of the beneficiaries and relevant stakeholders

Outcome

- ❑ To what extent has The Agency activities influenced broad policy decisions and programs in reducing the impact of drug abuse on the island
- ❑ Have the activities undertaken over time enhanced the capacity of individual clients (beneficiaries) to effect behaviour change in response to their drug abuse

Sustainability

- ❑ To what extent is there support at the policy-making level for the objectives of The Agency to ensure that it remains a priority resource for treatment and rehabilitation
- ❑ What organizational arrangements exist or are being devised to ensure that the implementation of relevant programs will be sustained technically, financially, and managerially
- ❑ What is the present policy environment at The Agency that will enhance the achievement of long-term benefits?