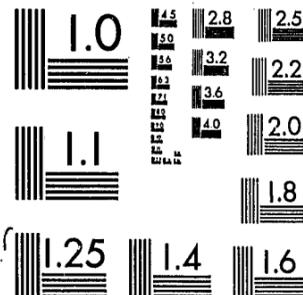


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Federal Probation

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- Disclosure of Presentence Reports in the United States District Courts *Philip L. Dubois*
- Prosecutive Trends and Their Impact on the Presentence Report *Harry Joe Jaffe*
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MARCH 1981

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U.S. Department of Justice
National Institute of Justice

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All phases of preventive and correctional activities in delinquency and crime come within the fields of interest of FEDERAL PROBATION. The Quarterly wishes to share with its readers all constructively worthwhile points of view and welcomes the contributions of those engaged in the study of juvenile and adult offenders. Federal, state, and local organizations, institutions, and agencies—both public and private—are invited to submit any significant experience and findings related to the prevention and control of delinquency and crime.

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NUMBER 1

This Issue in Brief

Disclosure of Presentence Reports in the United States District Courts.—This article is a summary by Philip L. Dubois of a report prepared by Stephen A. Fennell and William N. Hall under contract with the Federal Judicial Center. The author states that, on the one hand, it does appear that a large proportion of Federal districts have achieved disclosure of presentence report in a large proportion of their criminal cases. On the other hand, he adds, although the high rate of disclosure is a positive step, many districts utilize practices that limit the effectiveness of such disclosure.

Prosecutive Trends and Their Impact on the Presentence Report.—With Federal prosecutors launching aggressive prosecutions against white-collar criminals, narcotics traffickers, corrupt public servants, and organized crime racketeers, probation officers find they need significant enhancement of their investigation and reporting skills, assert Harry Joe Jaffe and Calvin Cunningham, U.S. probation officers in Memphis, Tenn. For these offenders, a presentence writer can prepare a useful presentencing document by concentrating chiefly upon three significant areas: the official version section, the financial section, and the evaluative summary.

The Right To Vote as Applied to Ex-Felons.—While rights are intimately connected to duties, laws disenfranchising ex-felons show that correlations between the two are often drawn imprecisely, writes Professor John R. Vile. While voting is a fundamental right, the Supreme Court has refused to void felony disenfranchising legislation, he reports. The Court's action is normatively questionable, he maintains, especially when applied to those whose incarceration has ended.

Action Methods for the Criminal Justice System.—Dale Richard Buchanan, chief of the Psychodrama Section at Saint Elizabeths Hospital in Washington, D.C., tells us that while role train-

ing, role playing, and psychodrama have been extensively used in the criminal justice system, there has been a lack of coordination among these terms and in the ways in which they were used. Action methods will probably continue to gain greater use within the criminal justice field, he asserts, because of their direct applicability to the jobs that are needed to be performed by criminal justice personnel.

Administrators' Perception of the Impact of Probation and Parole Employee Unionization.—This article by Professor Charles L. Johnson and Barry D. Smith presents information from a recent survey on the incidence of parole/probation unionization

CONTENTS

Disclosure of Presentence Reports in the United States District Courts	Philip L. Dubois	77612	3
Prosecutive Trends and Their Impact on the Presentence Report	Harry Joe Jaffe Calvin Cunningham	77613	9
The Right To Vote as Applied to Ex-Felons	John R. Vile	77614	12
Action Methods for the Criminal Justice System	Dale Richard Buchanan	77615	17
Administrators' Perception of the Impact of Probation and Parole Employee Unionization	Charles L. Johnson Barry D. Smith	77616	26
Highlights, Problems, and Accomplishments of Corrections in the Asian and Pacific Region	W. Clifford	77617	31
The Demise of Wisconsin's Contract Parole Program	Oscar D. Shade	77618	34
Juvenile Detention Administration: Managing a Political Time Bomb	Robert C. Kihm	77619	44
Parent Orientation Program	Serge W. Gremmo	77620	63
Practical Probation: A Skills Course—Crisis Intervention in a Community-Based Correctional Setting	Margaret R. Savarese	77621	66
Departments:			
News of the Future			63
Looking at the Law (Legal Responsibility Update)			65
Reviews of Professional Periodicals			68
Your Bookshelf on Review			72
It Has Come to Our Attention			80

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JUN 5 1981

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and administrators' perceptions of the impact of unionization on the quality, cost, and difficulty of administering services. Some of the critical issues emanating from the increased parole/probation unionization are delineated and discussed as they are reflected in the literature and as a result of the survey.

Highlights, Problems, and Accomplishments of Corrections in the Asian and Pacific Region.—The Australian Institute of Criminology recently organized the First Conference of Correctional Administrators for Asia and the Pacific, which was well attended and prepared the ground for joint action. Already this has resulted in the collection of data on imprisonment, some of which are provided in this article by W. Clifford, director of the Institute. In this very broad survey, some of the problems of corrections in the region—and some of the approaches which are different from those in the West—are highlighted.

The Demise of Wisconsin's Contract Parole Program.—This article discusses the elimination of an innovative method of paroling criminal offenders in Wisconsin. The State abolished its creative Mutual Agreement Program because budget analysts deemed the program to be an ineffective method of paroling offenders when compared to the traditional method of parole decision-making. Although this program has been eliminated, Wisconsin Parole Board Member Oscar D. Shade says it is conceivable that contract parole is workable and could prove to be a most effective means of managing an offender's parolability.

Juvenile Detention Administration: Managing a Political Time Bomb.—Administering a juvenile detention center is one of the most difficult and frustrating jobs in the juvenile justice field,

asserts Youth Services Consultant Robert C. Kihm. Although it is clearly stipulated in idealistic terms how children ought to be cared for while in state custody, the detention administrator must deal with the reality of providing care with very limited resources and little control over who is admitted and discharged from the facility, he states. This article examines how these contradictions proved the demise of four detention administrators' careers, and what lessons can be gained by current administrators facing similar problems.

Parent Orientation Program.—Juveniles paroled from a correctional institution are faced with readjustment problems. Community resources are limited and families poorly equipped to offer assistance. To increase the effectiveness of families as resource people, the author, Serge W. Gremmo, has developed the Parent Orientation Program (POP) which orients families toward potential problems in the parole adjustment of their children, acquaints them with the mechanics of parole, disseminates information to assist juveniles during reintegration, and lends support during a difficult period.

Crisis Intervention in a Community-Based Correctional Setting.—Despite their widespread use in other practice settings, crisis-intervention theory and techniques have been woefully underutilized in community-based correctional agencies. This article by New York City Probation Officer Margaret R. Savarese is an attempt to help remedy that situation by presenting an overview of crisis theory and techniques and then illustrating their application at a particular crisis point in the criminal justice system—the point of sentencing—via two actual case situations.

All the articles appearing in this magazine are regarded as appropriate expressions of ideas worthy of thought but their publication is not to be taken as an endorsement by the editors or the federal probation office of the views set forth. The editors may or may not agree with the articles appearing in the magazine, but believe them in any case to be deserving of consideration.

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The Demise of Wisconsin's Contract Parole Program

BY OSCAR D. SHADE, PH.D.

Member, Wisconsin Parole Board

AN EXPERIMENTAL contract parole program which was considered highly innovative and pathfinding no longer is being used in Wisconsin as a method to parole adult criminal offenders. The purpose of this article is to describe Wisconsin's experience with contract parole and to highlight why the program was discarded. To accomplish this, the program will be analyzed against the historical origins of parole in this country.

According to Newman (1968) the American Correctional Association invited Sr. Walter Crafton, an administrator of the Irish prison system, to be a featured speaker at its 1870 organizational meeting. In appearing before the association, Sir Walter made known that, in his opinion, the intent of the law was to make prisons "more than places of safekeeping" and that there should be programs of reform in prison with tickets of leave (parole) given only to those who evidenced a change in attitude. Tickets of leave, according to Rubin (1963), had been used in England, along with indeterminate sentences within a fixed range as far back as 1840 when many English prisoners were transferred to America. Newman (1968) contends

that the ticket of leave (known as parole today) was originated in England by Alexander Macanochie, who was in charge of the English penal colony at Norfolk Island.

Rubin (1963) described the ticket of leave as a process of several steps: strict imprisonment, then government chain gangs, then freedom within a limited area, and, finally, a ticket of leave (parole) resulting in a conditional pardon pending the full restoration of liberty.

In describing Crofton's method, Newman (1968) explains that a prisoner received marks for good conduct and achievement in education and industry. Release under ticket of leave was followed by supervision in the community.

It was within this historical framework and an added sense of accomplishment in the area of corrections that the Mutual Agreement Program was organized and developed in Wisconsin.

The Mutual Agreement Program evolved out of a national workshop for corrections and parole administrators to better respond to two problem areas: (1) How to deal more effectively with the time lag between program completion and release to parole, to take better advantage of employment

opportunities; and (2) how to improve communications and coordination between corrections and parole decisionmakers. These two items were of special concern because the U.S. Department of Labor had since 1964 been funding inmate training programs to teach work skills for improving offenders' opportunities of getting employment upon their release. Evaluation reports of MDTA training programs revealed time and again the lack of coordination of training programs and release to parole supervision to be a serious problem. It became clear that if the inmate training programs were to be effective and economically justifiable, some method was needed to insure that once an inmate was accorded training, he was released within an appropriate time span and placed in an occupation similar to his training.

The view that effective vocational training for many offenders would decrease recidivism forced the partnership of contract parole, involving the inmate, corrections and the parole authority. As initially conceptualized, the Mutual Agreement Program had a dual focus, first to achieve a common bond between corrections and paroling authorities, and secondly, to serve as a strategy for planned change, that is, to improve the operations of correctional programs and parole decisionmaking. Both items were basically organizational or systems operations concerns. Neither concern grew out of a basic desire to accomplish the best possible job in terms of changing people. The goal was to change institutions and parole boards by forcing them to deal with each other in a more cooperative and unified way (see appendix for an example of the contract).

Wisconsin Implementation

A description of the Wisconsin Mutual Agreement Program by Loschnigg-Fox (1977) indicates that the program was first implemented at the Fox Lake Correctional Institution, a medium security institution during September 1972. In 1972, the Division of Corrections administrator also chaired the parole board enabling quick implementation of the program. Without systematic planning or research results, it was decided to write short-term contracts not to exceed 6 months. The program was administered by the Division of Corrections, and the parole board could only agree to contract or not to contract with an offender. Once the board decided to contract with an offender, the service, delivery and monitoring of performance and progress was with the Division of Corrections. This method of operating diminished the role of the

parole board and left the basic responsibility to corrections and the inmate.

The Wisconsin program was funded by the U.S. Department of Labor, but by 1974 it was necessary to shift funding support to L.E.A.A. This change impaired the Community Job Service relationship and the employment agency stopped giving priority services to the MAP trainee at the community level. Thus, the original link between institution job training and employment placement disappeared, and with the shift to L.E.A.A. funds, the initial goals for MAP were redefined. This change—in addition to the fact that conjoint administration of the Division of Corrections and the parole board no longer existed, as the administrator had retired—may well have set the stage for the demise of the program as it developed and was administered.

The use of L.E.A.A. introduced agents external to the Division of Corrections into the Mutual Agreement Program and these agents insisted upon different program objectives, operations and management in order to secure L.E.A.A. funding. Notwithstanding, corrections' staff agreed to the changes and jumped at the opportunity to obtain L.E.A.A. funds. By October 1974, Wisconsin was the only state to continue the original program, based on a legal written agreement and to expand it to the entire system of adult correctional institutions (a demand that came with L.E.A.A. funds). California switched to a voucher technique and eventually dropped MAP as did the State of Arizona.

Although other states, such as Maryland, Michigan, and Minnesota, started Mutual Agreement Programs (contract parole), only Wisconsin made a pronounced effort to retain the basic framework on such a large scale.

Once the Division of Corrections obtained L.E.A.A. funds, a program administered by the Wisconsin Council of Criminal Justice, the Mutual Agreement Program expanded to all adult institutions and eventually to the Wisconsin Correctional Camp System, which was usually the last phase of correctional experience before an inmate was released from confinement either on mandatory release or parole.

With the expansion of the program came policy changes in terms of eligibility, items to be contracted for and length of agreements. The program went from a very narrowly focused employment preparation program to a mechanism of planned systems change, guaranteed service and delivery of programs in the areas of training, education, treatment, security placement and release. In

short, the expansion of the program clearly became a second way for offenders to seek parole release, and once the door was opened, they came shopping.

Although the parole board had no administrative authority in the program, it was pressured by corrections staff to write contracts with inmates, based on the notion that offenders could not obtain programs or services needed to meet their needs without a contract. The parole board retained the prerogative to refuse contracting with inmates based on reasons employed to refuse to recommend parole for any offender. While the parole board refused to contract with many inmates because they were deemed poor parole risks, the corrections staff would often utter, "We had a poor day, as we did not write very many contracts." The measurement of success or program effectiveness seemed to center around the quantity of contracts, rather than quality, which may be another reason related to the demise of MAP.

Following the change in focus, MAP started to encounter various administrative and legal problems. Occasionally a guaranteed service could not be delivered by corrections, or the inmate would fail to achieve for some reason, and these issues became the basis for "due process" which led to other administrative problems. For example, an offender was cited for a rules violation while he was in a camp placement. Upon being given a conduct report for the violation, he was found guilty by the camp disciplinary committee and was subsequently returned to maximum security. Following his return to maximum security and a 2-month time lag, he was given a due process hearing on the violation of his MAP contract, and the examiner

found that he was not guilty of violating a rule at the camp and ordered his return to the status quo, the camp setting. At that stage of decisionmaking, the camp had no vacant beds and could not readmit the inmate within the time limits of the contract. Since the contract was a legal document, it was binding upon the State to deliver, and in many instances, these kinds of guarantees unduly tied the hands of the State (corrections), making it impossible to administer portions of its programs for the good of the entire system. Moreover, the system became very costly as considerable time was spent solving these legal issues. A conversation with a representative of the Arizona Parole Board suggests that various legal issues, among other items, forced Arizona to abandon its Mutual Agreement Program after several years of experience. Although Wisconsin encountered some of these problems around 1974, it, nevertheless, proceeded to expand the program and in 1977 to incorporate it into the State budget.

Some Summary Results

Starting in 1974, the Division of Corrections kept better information regarding the Mutual Agreement Program and the following data, compiled by Puckett, et al. (1979), is an explanation of the program contracting experience between 1975 and 1978. Figure 1 reveals the total number of contracts agreed upon and various program elements during the 4-year efforts. Contracting experience in 1978 shows that about 95 percent of all contracts were program-oriented, a higher percentage than in the three previous years. This trend clearly means that more emphasis was placed on education and treatment services. The percentage of

FIGURE 1
Type of Contract
Residents Receiving Mutual Agreement Program Contracts
(Calendar Years 1975, 1976, 1977, and 1978 Compared)

Type of Contract	1975		1976		1977		1978	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	797	100.0	832	100.0	953	100.0	736	100.0
Performance Contract	62	7.7	91	11.1	103	10.7	36	4.9
No Transfer Plan	13	1.6	28	3.4	34	3.5	6	0.8
With Transfer Plan	49	6.1	63	7.7	69	7.2	30	4.1
Program Contract	735	92.3	732	88.9	850	89.3	700	95.1
Complete Contract	413	51.8	408	49.0	517	54.2	397	53.9
Contract With No Education	171	21.6	188	22.8	161	16.9	106	14.5
Contract With No Treatment	151	18.9	136	16.5	172	18.2	124	16.8
Contract With No Transfer	—	—	—	—	—	—	73	9.9

FIGURE 2
Percent MAP Releases
Residents Released From
Wisconsin Adult Correctional Institutions
(Calendar Years 1975, 1976, 1977, and 1978 Compared)

Percent MAP Releases	All Institutions			
	1975	1976	1977	1978
All Releases	1,229	1,411	1,506	1,471
Number MAP Releases (% of Total Releases)	251 (20.4)	514 (36.4)	638 (42.4)	574 (39.0)
First Releases	996	1,187	1,250	1,248
Number MAP First Releases (% of Total First Releases)	225 (22.6)	464 (39.1)	580 (46.4)	535 (42.9)
Re-releases	233	224	256	223
Number MAP Re-releases (% of Total Re-releases)	26 (11.2)	50 (22.3)	58 (22.7)	39 (17.5)

"good behavior" contracts dropped significantly for the same period.

Statistical data regarding the program from 1975 through 1978 are presented in figures 1, 2, and 3. It is of special significance to observe that when selected characteristics for 1978 are compared to data reported for MAP releases from 1975 through 1977, the length of confinement went up as time progressed. In other words, the average length of confinement was shorter during 1975, and got progressively longer, at least by 4 additional months during 1978. While the length of stay increased, the proportion of sentence served was smaller than for previous calendar years.

The average length of contract continued to get longer, but the increase between 1977 and 1978 is not as large as for previous years. The proportion

of sentence served under a contract was about 16 percent, about 8 percentage points lower than for 1977.

The decrease in percent of sentence served under a contract and the decreases in percent of total sentence served are good indicators as to the increased severity of offenses and longer sentences of persons now getting released from the institutions via MAP. Policy decisions relating to MAP eligibility in 1978 made it feasible for persons with longer sentences and more severe offenses to write contracts.

Type of contract components shows the resources utilized in the institutions. About three-fourths of all MAP releases in 1978 had contract components including work assignments, education, and treatment components.

FIGURE 3
Selected Characteristics for Residents
Released From Wisconsin Adult Correctional Institutions Via MAP

	1975	1976	1977	1978
Average (mean length of stay in months)	19.4	22.6	22.9	23.6
Percent of sentence served ¹	51.1	48.8	46.6	40.6
Average (mean length of contract in months)	5.6	8.0	8.9	9.1
Percent of sentence served under MAP contract ²	39.9	19.7	24.2	15.7
Percent with routine work assignment	67.3	56.5	60.5	74.4
Percent with education component	65.3	64.4	65.2	77.2
Percent with treatment component	67.4	72.0	69.8	73.4

¹Percent calculated by subtracting admission date from release date and dividing by reported length of sentence on admission.

²Percent calculated by subtracting contract effective date from release date and dividing by reported length of sentence on admission.

The Final Blow

Program year 1979 brought with it many questions regarding the Mutual Agreement Program and a change in the office of governor. The new executive view forced the program into a different framework for budget evaluation and in the final analysis MAP could not pass the budget test.

The disparity between competing unmet needs and the limited availability of resources, and the consequent need to set priorities and evaluate existing programs prompted a recommendation for discontinuation of MAP by the governor during the 1979-81 biennial deliberations. This recommendation was subsequently incorporated into the 1979-81 budget.

In analyzing the program budget, analysis used the following items as a basis for their evaluation:

(1) The program should produce a reduction in the average length of stay for those inmates admitted to the Wisconsin correctional system who participate in the Mutual Agreement Program.

(2) There should be a reduction in the rate of recidivism for those inmates who participate in the Mutual Agreement Program.

(3) There should be optimal use of existing programmatic resources through the efficient scheduling and placement of inmates in various institutional programs.

Based on a subsequent performance assessment, the first two objectives were not met. It was concluded that although those inmates who successfully completed MAP contracts did demonstrate a shorter length of stay when all other variables were controlled through regression analysis, the savings were largely offset by an increased average length of stay for those inmates who signed an MAP contract but failed to complete it. Thus, the reduction of the rate of recidivism for residents who successfully completed MAP contracts is similarly offset by an increased rate of recidivism for residents who fail to complete MAP contracts.

Essentially economies generated by MAP contract successes were nullified by MAP contract failures, and the overall effect of the MAP contract process upon recidivism and length of stay was not significant. Since the basic objectives of the Mutual Agreement Program were not met, it was decided that restoration of the 16 MAP positions and two clerical support positions would not be requested by the Department of Health and Social Services. Termination of the 18 positions resulted in an annual savings of about \$301,500.

In summary it would appear as though there are

some conflicts about the basic objectives of the program as viewed by budget analysts and program staff. The budget analysts gave little attention to the program as a technique for planned change, which may have been the most important feature of the program. The budget analysts evaluated the program primarily on its efficiency, its costs, rather than its effectiveness as a means of meeting offender or system needs.

Summary

The Wisconsin experience with the Mutual Agreement Program (contract parole) clearly demonstrates that program planners and developers ought to be very explicit about their goals, methods and expected program outcomes in implementing programs. The Mutual Agreement Program in Wisconsin failed because these three dimensions were not adequately forecast to meet the ultimate test of program evaluation and assessment.

There is evidence to suggest that the basic goals of the program were changed in 1974 when staff sought funds from the L.E.A.A. agency and again, in 1977, when staff included the program in the department budget for purposes of general revenue funding.

When the program was evaluated during 1979, there was not sufficient evidence to indicate that the Mutual Agreement Program was as efficient as the regular or usual parole board method of recommending parole release. Naturally, then, the conclusion is that the effort is not worth the investment in an economic sense.

Although the program was put to rest on the basis of its financial worth in terms of producing shorter stays and curbing recidivism, the concept of contracting as an agent of planned change looms as a very important one in terms of planning correctional programs with interested inmates. The notion of contracting proved to be a valuable tool for planning, allocating and coordinating program resources within the Division of Corrections. Perhaps the use of contracting can be carried out by existing or traditional staff without the expenditure of new monies. Simply stated, a contract need not be more than a written statement of what an offender and the institution feel he ought to work toward for self-improvement and under what methods, timing and conditions the institution's (system) resources might be allocated, assuming all conditions are equal.

Contracting for meaningful program participation of sincere inmates does not require the direct

involvement of the parole board or other specialized staff such as coordinators and institution representatives. A contract helps to formulate what the change objectives ought to be and outlines the means to achieve the objective. Contracts of this sort also help corrections staff and offenders to better understand what is viewed as helpful to the offender, their respective roles in the plan for change, and the contract could serve as a basis for evaluating the offender's progress in the correctional program.

The demise of the Mutual Agreement Plan in Wisconsin ought not to be viewed as total failure as it points up that a form of contract can be used effectively in planning program involvement with interested inmates. What has happened in Wisconsin is that the policymakers have thrown the baby out with the baby water, which often happens when decisions are based on a narrow base of information. Even though the funds were deleted for the new positions, the contracting effort could have continued through the traditional staffing

pattern and more effective use of the program review committee since, as an agent of corrections, the committee had to review and approve all contracts before they could be put into effect. It would seem another excellent opportunity has been lost or put aside to advance correctional programs and parole decisionmaking.

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(Appendix follows)

APPENDIX

State of Wisconsin
Dept. of Health & Social Services
Division of Corrections
Form V-205a (Revised 4/78)

DATE:
TO: Secretary, Department of Health and Social Services
FROM: Undersigned
RE: Proposed MAP Contract for

In accord with the Wisconsin Mutual Agreement Program Procedures manual, we the undersigned have met with the above-named resident and prepared the attached proposed MAP contract offer. The resident has indicated approval of the proposal and acceptance of obligations by signing the offer. The Division of Corrections has also indicated approval of the proposal with respect to provision of needed resources.

We believe the contract was prepared in good faith, the resident can successfully complete contract terms, and the Department of Health and Social Services can and will fulfill any obligation imposed upon it by the contract. Therefore, we recommend that this offer of the resident be accepted.

Member—Parole Board

Member—Parole Board

Institution Representative
Bureau of Institutions

Coordinator—Mutual Agreement
Program

State of Wisconsin
Dept. of Health & Social Services
Division of Corrections
Form C-205b (Revised 4/78)

WISCONSIN MUTUAL AGREEMENT

Preamble

This contract is between (name) _____ and the Wisconsin Department of Health and Social Services, with both parties knowing the contents and agreeing to the parts specified as follows:

Part I. Resident

I, _____, understand and agree to complete successfully the performance objectives specified in Part IV below in consideration for a specific parole date. This means that I will complete each performance objective with a passing grade or at a level specified under the objective as evaluated by the staff person assigned to the program or service objective. I may ask for renegotiation of this contract at any time. I will meet the performance objectives and I know that failure to do so may cancel this contract.

Part II. Institution

I, _____, as Secretary of the Department of Health and Social Services, following the recommendation of _____ representing the Division of Corrections, Bureau of Institutions, agree to provide necessary programs and services specified below in Part IV.

Part III. Parole Board

I, _____ as Secretary of the Department of Health and Social Services, following the recommendation of _____ of the Wisconsin Parole Board agree that the above named resident will be paroled on _____, 19____, CONTINGENT UPON SUCCESSFUL COMPLETION OF the performance objectives as certified by the MAP Coordinator.

In the event of an alleged violation, the Target Parole Date shall be held in abeyance until a determination has been made on the alleged violation.

State of Wisconsin
Department of Health & Social Services
Division of Corrections
Form C-205c (Revised 4/78)

Part IV. Performance Objectives

NAME: _____ No. KMCI
MAP NEGOTIATION DATE 9/11/79 TARGET PAROLE DATE 1/13/81

1. Skill-Vocational Training:
I will successfully complete Basic Woods and Cabinet Making at KMCI.
2. Education:
I will successfully complete Blueprint Reading Woods related.
3. Work Assignment:
I will accept any institution work assignment where I will earn satisfactory work reports. My work assignment preference is Upholstery.
4. Treatment—Counseling:
I will successfully complete the Wisconsin Treatment Institution, Substance Abuse Treatment Program (SATP) at Winnebago Mental Health Institute. I will earn reports of satisfactory performance as determined by the SATP staff.
5. Adjustment—Conduct—Behavior:
I will receive no conduct reports that result in a major penalty, as defined by the Manual of Resident Status, Rules and Regulations.
6. Transfer(s)—Security Classification:
I will maintain a medium or reduced security classification at KMCI. On or about 6/4/80 I will achieve and maintain a minimum security classification until my Target Parole Date and be transferred to the Wisconsin Treatment Institution, Substance Abuse Treatment Program located at Winnebago Mental Health Institute.
7. Other Goals, Objectives or Commitments:
I will prepare a "Personal Data, Training and Experience" booklet with the School Guidance Counselor or his designee at KMCI by 4/4/80. I have read, understand, and will abide by the rules and regulations of the Substance Abuse Treatment Program.

State of Wisconsin
Dept. of Health & Social Services
Division of Corrections
Form C-205d (Revised 4/78)

Part V. Interpretation Provisions

Validation, cancellation, negation, renegotiation, and dispute settlement shall take place in accordance with the terms and provisions of the Mutual Agreement Program Manual as amended and in effect at the time of such validation, cancellation, negation, renegotiation or dispute settlement, and those terms and provisions are incorporated herein and made a part hereof by reference.

IN WITNESS WHEREOF the parties undersigned have hereunto set their hands and seals.

Resident (SEAL)

Effective Date Secretary,
Dept. of Health & Social Services (SEAL)

END