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THE MARYLAND AND CONNECTICUT  
TREATMENT AND REHABILITATION OF  
ADDICTED PRISONERS PROGRAMS:  
DESCRIPTION OF THE INSTITUTIONAL  
PHASE

WORKING PAPER

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## Introduction

This is one of a series of preliminary papers on the Treatment and Rehabilitation of Addicted Prisoners (TRAP) Program. These papers are intended to provide key decision makers with interim information on program functioning before completion of the follow-up and final phase of the National Evaluation.

This working paper describes the Maryland and Connecticut TRAP programs during the first six months of program operation (i.e. the period beginning with entry of the first inmate client and ending six months later). This period was selected because both programs planned to accept all first wave clients at the same time and graduate them six months later. Actually, as will be noted in the ensuing pages, clients entered over an extended period and, therefore, many first wave clients had not graduated as of the end of the first six months of program operation. Nevertheless, it is of interest to investigate a number of aspects of these unique experimental programs.

In this paper we explore the following issues: administrative structure; goals and objectives; staffing; criteria for admission, termination, and discharge; incentives for participation in TRAP; treatment and rehabilitation; process information; technical assistance received; recommendations for future TRAP programs; costs; changes from the proposed TRAP program; and client input into the program.

This paper reflects largely the responses by the Maryland and Connecticut TRAP Project Directors to a questionnaire. The authors are indebted to Wayne Kempke and Frank Hall, respectively the Maryland and Connecticut Project Directors, for their valuable cooperation and input. We are indebted also to their Program Researchers, Margaret McIntyre and Myra Perlman respectively.

Finally, we wish to acknowledge the financial support provided by the National Institute of Justice and the cooperation of Dr. W. Jay Merrill, our national evaluation grant monitor. We also express our gratitude to Mary Stewart, who directs the LEAA Treatment and Rehabilitation of Addicted Prisoners Program, and Peter Regner for their consistent cooperation and support throughout the course of this project.

## The Maryland TRAP Program

### Administrative Structure

Figure 1 shows that the Maryland TRAP program is a part of the Maryland Drug Abuse Administration under the Department of Health and Mental Hygiene. Treatment and rehabilitation services are actually provided through a subcontract by Junction Bridge, Inc. a private non-profit organization. The institutional phase of the program is actually conducted at a separate facility adjacent to the Maryland House of Corrections at Jessup, Maryland. The TRAP program must work very closely with the Department of Corrections, a separate agency, which is responsible for custody of the inmate clients.

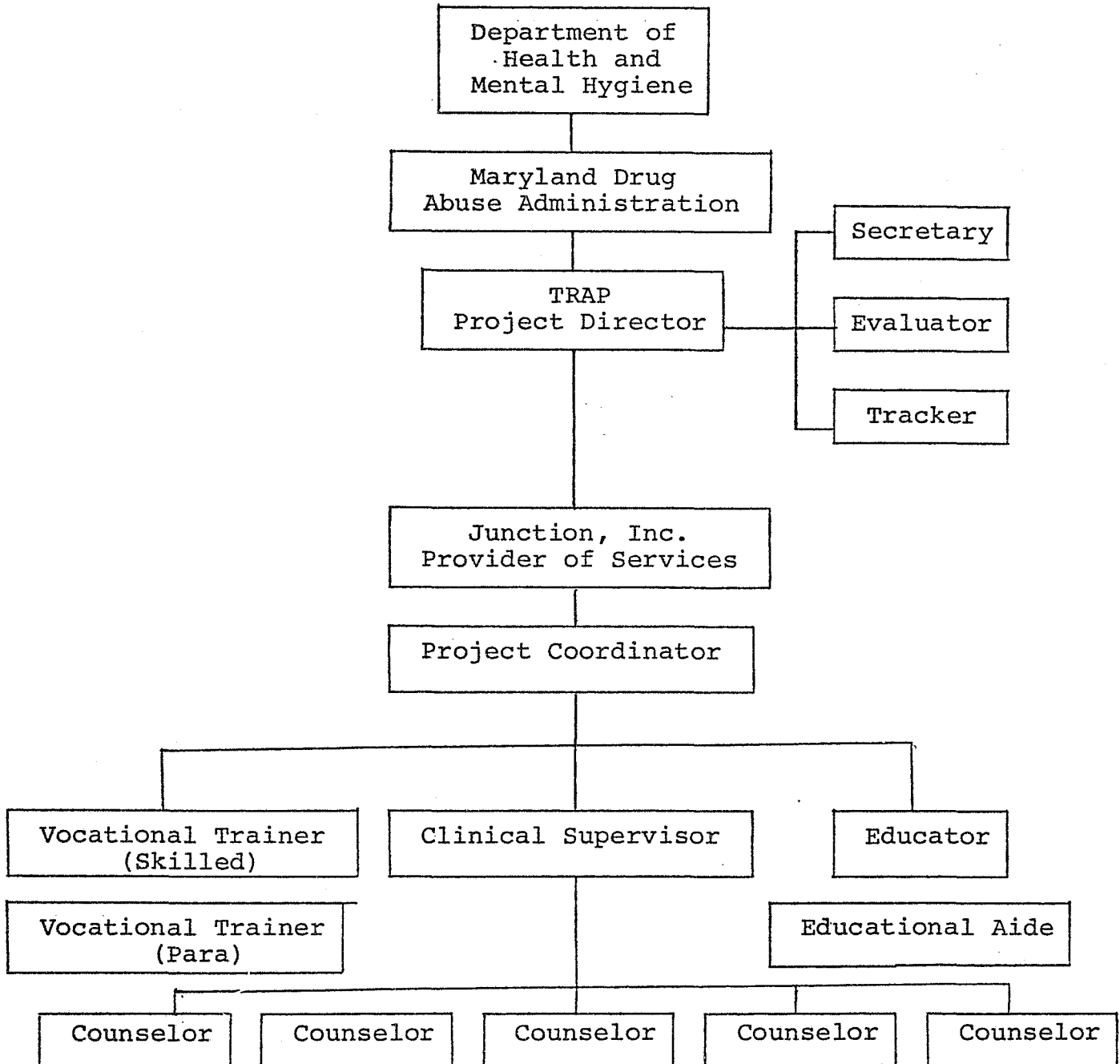
### Goals and Objectives

Goals and objectives for the Maryland TRAP program are addressed in two ways. First, the TRAP Project Director was asked for his definition of successful TRAP program outcomes for persons who have completed all phases of TRAP (in-prison treatment, community corrections, and post-release TRAP treatment). Secondly, the Project Director was asked to describe the TRAP program's official goals/objectives for the clients' behavior after completing all phases of TRAP. Each of these will be discussed in turn.

### Definition of Successful TRAP Program Outcomes

The Project Director was asked a series of questions concerning post TRAP behavior of successfully treated TRAP clients. The questions initially addressed substance abuse.

FIGURE 1  
MARYLAND TRAP PROGRAM ORGANIZATION



The following question was asked for each drug of abuse:

"A successfully "treated" TRAP client back out on the streets should use (drug)":

- . no more than two or three times a week
- . no more than once a week
- . no more than once a month
- . not at all
- . consumption of (drug) is irrelevant to client success.

The responses to these questions are depicted in Table 1. Of the drugs indicated in Table 1, some use of marijuana/hashish and minor tranquilizers would be acceptable and consumption of alcohol and "getting drunk" are considered to be irrelevant to a successful outcome. For the other drugs shown, abstinence is required for a successful outcome.

Table 2 depicts statements describing possible behaviors and experiences of TRAP graduates during the year after they complete all TRAP program phases (in-prison treatment, community corrections, and post-release TRAP treatment) and are back out on the streets. The TRAP Project Director was asked to indicate for each statement whether he would consider the statement to be consistent with a "successful outcome of TRAP," "an unsuccessful outcome of TRAP," or "irrelevant to TRAP outcome." Some of the answers are surprising. For example, the answer to statement 4 indicates that a person could commit a victimless crime and still be considered a successful outcome. Further, violation of parole and return to prison or conviction for a



Table 1  
 POST-TRAP DRUG USE FOR "SUCCESSFULLY TREATED"  
 MARYLAND TRAP CLIENTS

Drug	Frequency of Use				
	< 2-3 times a week	< once a week	< once a month	not at all	not relevant
Marijuana/ hashish			x		
Cocaine				x	
Heroin/other illegal opiates				x	
Hallucinogens				x	
Amphetamines <sup>a</sup>				x	
Barbiturates/ sedatives <sup>a</sup>				x	
Minor tranquilizers <sup>a</sup>			x		
Alcohol					x
Get drunk					x

\* TRAP Project Director's definition.

<sup>a</sup>Illegal use only.

Table 2

## BEHAVIORAL OUTCOMES FOR MARYLAND TRAP CLIENTS\*

Statement	Successful Outcome	Unsuccessful Outcome	Irrelevant to Outcome
<u>Criminal Behaviors:</u>			
1. The person commits one or more drug related crimes (e.g., sale, use, possession).		X	
2. The person commits one or more property crimes (e.g., stealing, shoplifting, burglary, car theft).		X	
3. The person commits one or more violent crimes (e.g., hold up, armed robbery, rape, assault).		X	
4. The person commits one or more victimless crimes (e.g., prostitution, pimping, numbers, gambling, forgery, disorderly conduct, vagrancy).	X		
5. The persons violates parole and is returned to prison.			X
6. The person is convicted for driving while intoxicated or for drunkenness.			X
7. The person is convicted for a <u>drug</u> related offense.		X	
8. The person is convicted for a <u>nondrug</u> related offense.			X

\* See footnote at end of table.

Table 2

BEHAVIORIAL OUTCOMES FOR MARYLAND TRAP CLIENTS\*  
(Continued)

Statement	Successful Outcome	Unsuccessful Outcome	Irrelevant to Outcome
<u>Prosocial Behaviors:</u>			
9. The person is mainly employed full-time.	X		
10. The person is mainly employed part-time and is <u>not</u> attending school/training.	X		
11. The person is mainly employed part-time and <u>is</u> attending school/training.	X		
12. The person is mainly in job or vocational training.	X		
13. The person is mainly attending school.	X		
14. The person is mainly keeping house.	X		
15. The person is mainly unemployed.	X		
16. The person is fired from his/her full-time or part-time job.			X
<u>Drug and Alcohol Use:</u>			
17. The person is experiencing one or more alcohol problems.			X
18. The person is receiving treatment for alcohol abuse.	X		
19. The person is receiving treatment for drug abuse.	X		

\* See footnote at end of table.

Table 2

BEHAVIORAL OUTCOMES FOR MARYLAND TRAP CLIENTS\*  
(Continued)

Statement	Successful Outcome	Unsuccessful Outcome	Irrelevant to Outcome
20. The person is using illegal drugs but is not dependent on any.		X	
<u>Emotional/Behavioral Adjustment:</u>			
21. The person becomes divorced/separated from his/her spouse.			X
22. The person sees a doctor/counselor for emotional problems.			X
23. The person suffers from problems stemming from depression.			X
24. The person is hospitalized for depression.			X
25. The person commits suicide.			X
26. The person is hospitalized for emotional problems other than depression.			X

\* TRAP Project Director's responses.

non-drug related offense (statement 5) would be considered irrelevant to outcome. Again, as in Table 1, problems with alcohol would be considered irrelevant to outcome. The response to statement 20 appears inconsistent with the earlier response in Table 2 regarding toleration of infrequent use of marijuana/hashish. It is also interesting to note that the TRAP Project Director considers emotional or behavioral adjustment problems to be irrelevant to TRAP outcome, despite the programmatic emphasis on two hours of individual therapy and two hours of group therapy per week.

#### Official TRAP Program Goals and Objectives

This far, goals and objectives have been discussed as perceived by the TRAP Project Director. Now, the programs' officially stated goals and objectives are considered in terms of the clients' behavior after completing all phases of TRAP.

The following goals and objectives are officially stated:

- . Illicit drug use--clients should refrain from the use of illicit drugs upon completion of the three phases of the Maryland TRAP program
- . Criminal behavior--clients should not become involved in criminal activity or display criminal behavior upon completion of the TRAP program
- . Employment, school, and other prosocial behaviors--reduction of recidivism rate, adequate functional behavior, vocational/educational stability, and stability of living circumstances
- . Other goals/objectives--reduction of criminal activity associated with drug use, reduction in inmate population of correctional institutions, more effective interface between the criminal justice system and the health care delivery system, and development of an ongoing treatment program for

the drug abusing inmate are all stated goals. Stated objectives are: identification of eligible clients, enrollment of eligible clients in the TRAP program, monitoring of eligible clients during the institutional phase of treatment, tracking clients upon parole, and program evaluation.

#### Staffing

During the first six months of the institutional phase, a total of 24 staff were employed by the TRAP program. Eight of these individuals left their job during this period; seven of the persons who left were involved in providing direct treatment to TRAP clients.

None of the staff received preservice training; however, all the staff reportedly received in-service training each week for two hours. The specific type of in-service training and number of hours for each type have not been specified.

#### Criteria for Admission, Termination and Discharge of TRAP Maryland Clients

The criteria for admission to the program are the following:

- . Pre-incarceration drug/alcohol abuse--substantiated history of drug abuse, other than alcohol, in the Department of Correction's file
- . Behavior while in prison--the client must be eligible for a MAP contract which includes criteria for acceptable behavior in prison
- . Length of sentence served and remaining--must be within two years of the first parole hearing
- . Eligibility for a MAP contract--must be eligible for a MAP contract
- . Eligibility for a particular security status--an inmate must wait six months after having been returned to greater security, a loss of good conduct credit, release from segregation, termination of probation or any other disciplinary restrictions.

### The Process for Handling Rule Infractions

TRAP inmates involved in programmatic violations are termed as being in violation of the MAP contract and a violation form is completed removing the inmate from the TRAP program. The MAP criteria further clarify this procedure.

With respect to the Department of Corrections violations, any inmate involved in a Department of Corrections violation is reclassified into an institution of greater security.

### Criteria for TRAP Clients to Complete Successfully the Institutional Phase of TRAP

Completion criteria include the following:

- . Successful negotiation of a MAP contract
- . No more than two absences in any program component
- . No more than two incidences of tardiness in any program activity
- . All clients must remain infraction free and maintain satisfactory work status while in the TRAP Program

### Incentives for Participation in TRAP

The TRAP Project Director perceives the following to be the most important incentives for inmates to join TRAP, ranked in priority order:

- . It is a method by which the inmates can enter minimum security
- . The program offers guaranteed parole via a MAP contract
- . The inmate can receive drug treatment.

### Treatment and Rehabilitation

The TRAP Project Director was asked to describe the actual treatment/rehabilitation program during the institutional phase.

The following indicates his response:

- . Therapy--1) two hours individual therapy per week, 2) two hours group therapy per week, 3) one and one half hours alternative therapy per week

- Vocational training--1) building renovation including painting, carpentry, heating, dry wall and electricity, 2) white collar training programs including paralegal aid training and paracounseling aid
- Education--basic education and GED preparation
- Job readiness--testing, evaluation, vocational planning of systems, orientation to the world of work

The TRAP Project Director was asked for the rationale for the above programs and whether there was a comprehensive model. He indicated that the basic guidelines for individual, group, and alternative therapy were provided by LEAA in the discretionary grant funding guidelines. Vocational training and job readiness instruction were added these needs were identified.

#### Process Information

##### Client Flow

Table 3 depicts the flow of TRAP clients in the institutional phase of the program during the first six months of program operation. That is, clients who entered the program during the six month period following entry of the first client. It should be noted that only October 1978 admissions were eligible for "graduation" in the first six months of operation. Table 4 shows that of the 47 October admissions, 35 completed institutional treatment and one received early parole. The remaining 11 were reclassified out of the program due to violations (9) or escaped (2).

##### Services Provided

Table 5 shows the services provided to TRAP clients in a typical week. Column 1 shows the number of staff providing the service designated; Column 2 indicates the total number of



TABLE 3  
 MARYLAND TRAP CLIENT FLOW  
 (First 6 months of program operation)

Total number of clients entering program		71
. October 1978	47	
. November 1978	9	
. December 1978	2	
. January 1979	8	
. February 1979	2	
. March 1979	3	
 Total number of clients leaving program		 51
. Sent back to prison because of violations		9 <sup>a</sup>
. Escaped		3
. Placed in protective custody		2
. Paroled		2
. Completed the institutional phase		35
 Total number of clients remaining in TRAP *		 20

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<sup>a</sup> One was readmitted

\* As of 6 months after first client was admitted

TABLE 4  
 DISPOSITIONS OF THE FIRST MONTH'S  
 ADMISSIONS TO MARYLAND TRAP PROGRAM<sup>a</sup>

Total number of clients admitted in October 1978	47
. Sent back to prison because of violations	9
. Escaped	2
. Received early parole	1
. Completed institutional phase	35

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<sup>a</sup> As of 6 months after first client was admitted

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<sup>a</sup> AS OF 6 MONTHS AFTER FIRST CLIENT WAS ADMITTED

Table 5

## SERVICES PROVIDED TO MARYLAND TRAP CLIENTS IN A TYPICAL WEEK

Service	Number of Staff Providing (1)	Number of Staff Hours Service Provided (2)	Number of Hours Service Provided (3)	Number of Clients Receiving This Service (4)	Number of Clients per Session (5)
Individual counseling	5	120	120	60	NA
Group counseling	5	15	15	60	12
Relaxation therapy	1	1.5	1.5	60	10
Point pressure	1	1.5	1.5	60	10
Behavior Self Management	1	1.5	1.5	60	10
Vocational training	3	20	20	60	-
Educational instruction (e.g., GED, college)	2	20	20	60	-

treatment hours provided by staff for each service in a typical week; Column 3 is the same as Column 2 for each service because there were no instances in which more than one staff member was providing a service in a particular session. Column 4 shows the number of clients receiving this service. This is the same as the capacity of the program since all clients in the program reportedly received each a service. Column 5 shows the average number of clients to attend each session in which the service was offered.

#### Rule Violations

In the first six months of program operation, the following methods were used by correction staff to check for rule violations: 1) urinalysis, 2) property search, and 3) body search. During this period, the following methods were used by TRAP staff to check for rule violations: 1) individual interviews, 2) attendance records, 3) progress reports.

#### The MAP Process

The MAP process is described in Appendix A. There were no modifications to the process in the course of the TRAP program other than allowing inmates to enter the program prior to finalizing a MAP contract.

As indicated in Appendix A, the Maryland MAP process is quite detailed and somewhat cumbersome. When the program first began, there was considerable pressure on the corrections system to fill available beds as soon as possible. Thus, the consideration of the need for a MAP contract was secondary to the immediate

need to fill the available beds. It was difficult to obtain completed MAP contracts prior to admission into the program and a considerable number of inmates entered prior to obtaining a MAP contract. During the first six months of program operation, only 21 of the 71 inmates entering the program had a MAP contract when they entered. However, during this period, 24 of the clients entering without MAP contracts obtained MAP contracts while in the TRAP program.

The program attempted to improve the process by making MAP officials aware of the problem and allow additional time for completion of the contract for prospective clients. Also, the Maryland TRAP Program changed to a reservation system in which beds were reserved for future admissions. This provided more lead time for obtaining a MAP contract.

#### Technical Assistance

The Project Director indicated that they had not received technical assistance from the LEAA technical assistance contractors at anytime within the first six months of the program's operation.

#### Problems Encountered

The TRAP Project Director was asked to describe problems encountered in implementing and operating TRAP, how each one was addressed and the outcome. Table 6 depicts his responses.

#### Recommendations for Future TRAP Programs

The TRAP Project Director offered the following recommendations for future TRAP programs:

- . Prepare public relations efforts prior to program implementation in order to make inmates and staff aware of the program

TABLE 6

## PROBLEMS ENCOUNTERED, SOLUTIONS, AND OUTCOMES

Problem	Solution(s) Tried	Outcome
Lack of program awareness throughout the Correctional System.	Attend meetings of Correctional staff in all parts of the State. Target population included Administrations and front line staff.	Increase knowledge and awareness of the Maryland TRAP Program.
Personnel turnover in treatment staff.	Increased screening process of prospective employees.	Staff stabilized.
Adequate Correctional Security Coverage.	Negotiation with Correctional Administration.	Permanent assignment of Security Staff.
Intake screening process not sufficient.	Education of persons responsible for screening potential clients.	More appropriate clients are being admitted to the Program.
Completion of IHRR* TRAP screening instrument for non-participants.	Negotiation with IHRR* and LEAA. Recapture effort initiated and all information was obtained by IHRR staff	Screening instrument completed.
Need to identify inmates for comparison group.	Negotiation with IHRR* and LEAA.	<p>Approval received to modify grant to provide resources for the completion of the screening interviews.</p> <p>Program coordinator maintains a log of inmates interested in the Program.</p> <p>Research analyst completes interviews of inmates admitted to the Program.</p>

TABLE 6  
(continued)

Problem	Solution(s) Tried	Outcome
MAP contracts slow in being processed.	Coordination between the Drug Abuse Administration Office, TRAP treatment staff and MAP office.	Increased number of clients MAPed at time of entry.
Poor attitude on the part of the inmates concerning continuing drug treatment following the TRAP institutional phase.	One-to-one interviews with inmate clients increased awareness of total program design being directed to the inmate client.	Increase in cooperative attitude on the part of inmates.
Accountability in the tracking process.	Development of a tracking form. Regular phone calls regarding status of clients.	

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\*Institute for Human Resources Research, National TRAP Evaluators

- . Become totally aware of the national evaluation efforts to ensure complete knowledge and awareness of the evaluation on the part of administrative and line staff
- . Clarify the entire MAP concept and procedures to assure that all inmates enter the program with a completed contract
- . Evaluate the need for the LEAA TRAP requirement for two hours of individual counseling per week
- . Provide a comprehensive training program for all staff prior to clients being admitted to the program

#### Budget

The total TRAP costs prior to the start of treatment were reported by the TRAP Program as being \$28,581. The total TRAP costs for the first six months of treatment (excluding costs incurred prior to the start of treatment) were reported to be \$109,796.

#### Changes from the Proposed TRAP Program

The following changes from the TRAP institutional program (as stated in the Maryland TRAP proposal) occurred since receiving the grant:

- . Inmate clients were admitted to the program without a finalized MAP contract. This action was necessary because of the time involved in the MAP negotiations process. Efforts are being made to have MAP contracts in place prior to admission to the program.
- . The Inmate Coordination Committee has taken several forms since the inception of the program and is once again under revision.
- . The programmatic modification submitted to LEAA detailed a change within the TRAP institutional component. This program modification provided a vocational rehabilitation job readiness component.

#### Client Input

The TRAP Project Director was asked to describe any methods used to permit TRAP clients to have a voice in the program. He



cited first the institutional period questionnaire developed by the Institute For Human Resources Research which provides a way for the client to express his views on the strengths and weaknesses of the program.

The Inmate Staff Coordinating Committee consists of six members; three inmate clients and three members of the TRAP treatment staff. The goal of this committee is to provide the necessary input to program management to facilitate the efficient overall operation of the TRAP Program. Through this Committee, TRAP clients are provided the opportunity to express views regarding the strengths and weaknesses of the TRAP Program.

## The Connecticut TRAP Program

### Administrative Structure

Figure 2 is an organization chart of the Department of Corrections of which the Connecticut TRAP Program is a part. The TRAP program is a part of the "Drug and Alcohol Program Division" under the Deputy Commissioner of Institutions. Figure 3 shows the organization of the TRAP program itself. It will be noted that the TRAP program operates entirely within the Department of Corrections, in contrast to the Maryland TRAP program.

### Goals and Objectives

As in the discussion of the Maryland TRAP program, goals and objectives are addressed herein in two ways. First, the TRAP Project Director was asked for his definition of successful TRAP program outcomes for persons who have completed all phases of TRAP (in prison, community corrections, and post release TRAP treatment). Secondly, the Project Director was asked to describe the TRAP program's official goals/objectives for the client's behavior after completing all phases of TRAP. Each of these will be discussed in turn.

### Definition of Successful TRAP Program Outcomes

The TRAP Project Director was asked a series of questions concerning post TRAP behavior of successfully treated TRAP clients. Questions initially addressed substance abuse. The following question was asked for each drug of abuse:

FIGURE 2

STATE OF CONNECTICUT  
DEPARTMENT OF CORRECTIONS  
ORGANIZATION CHART

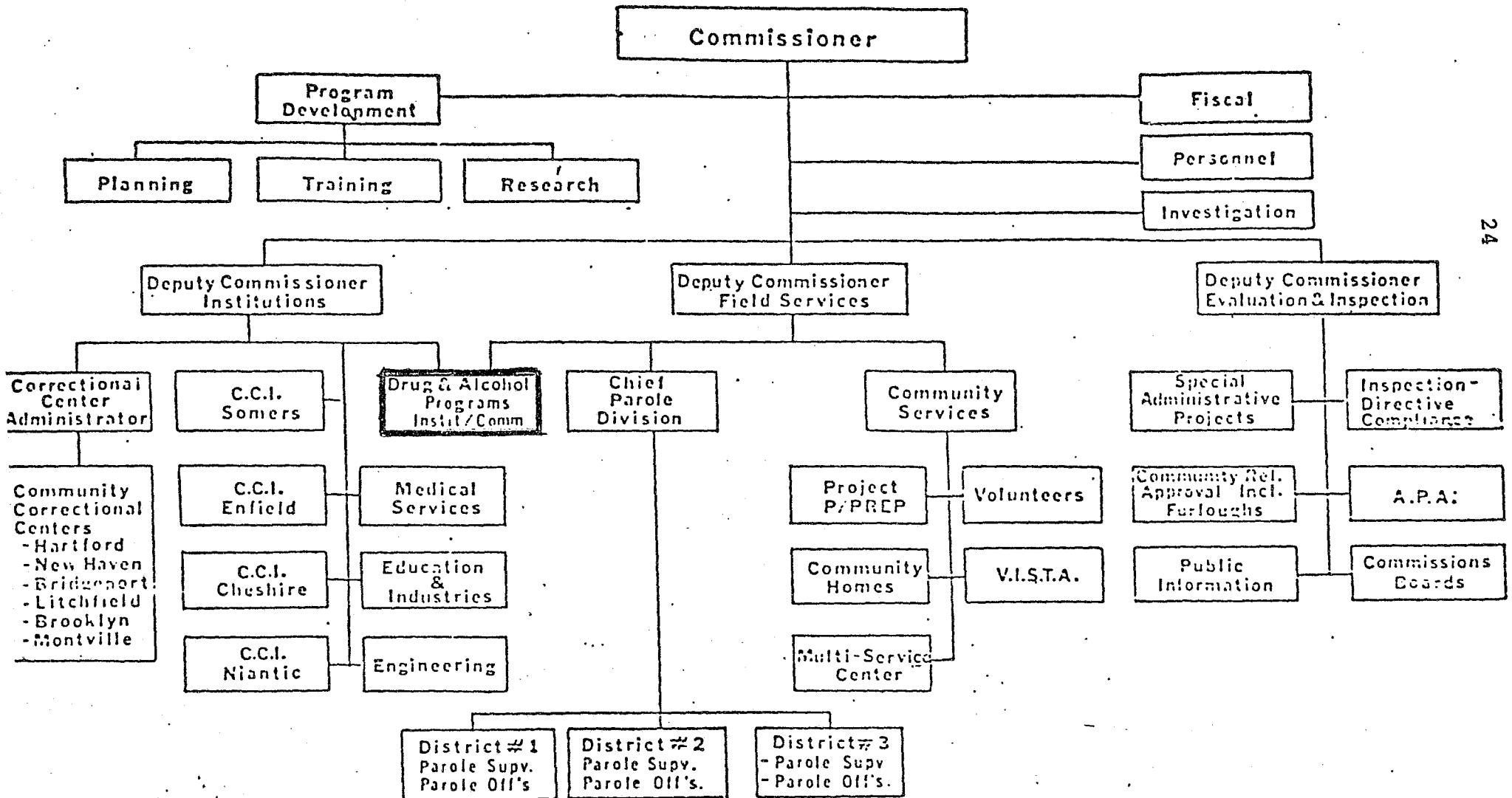
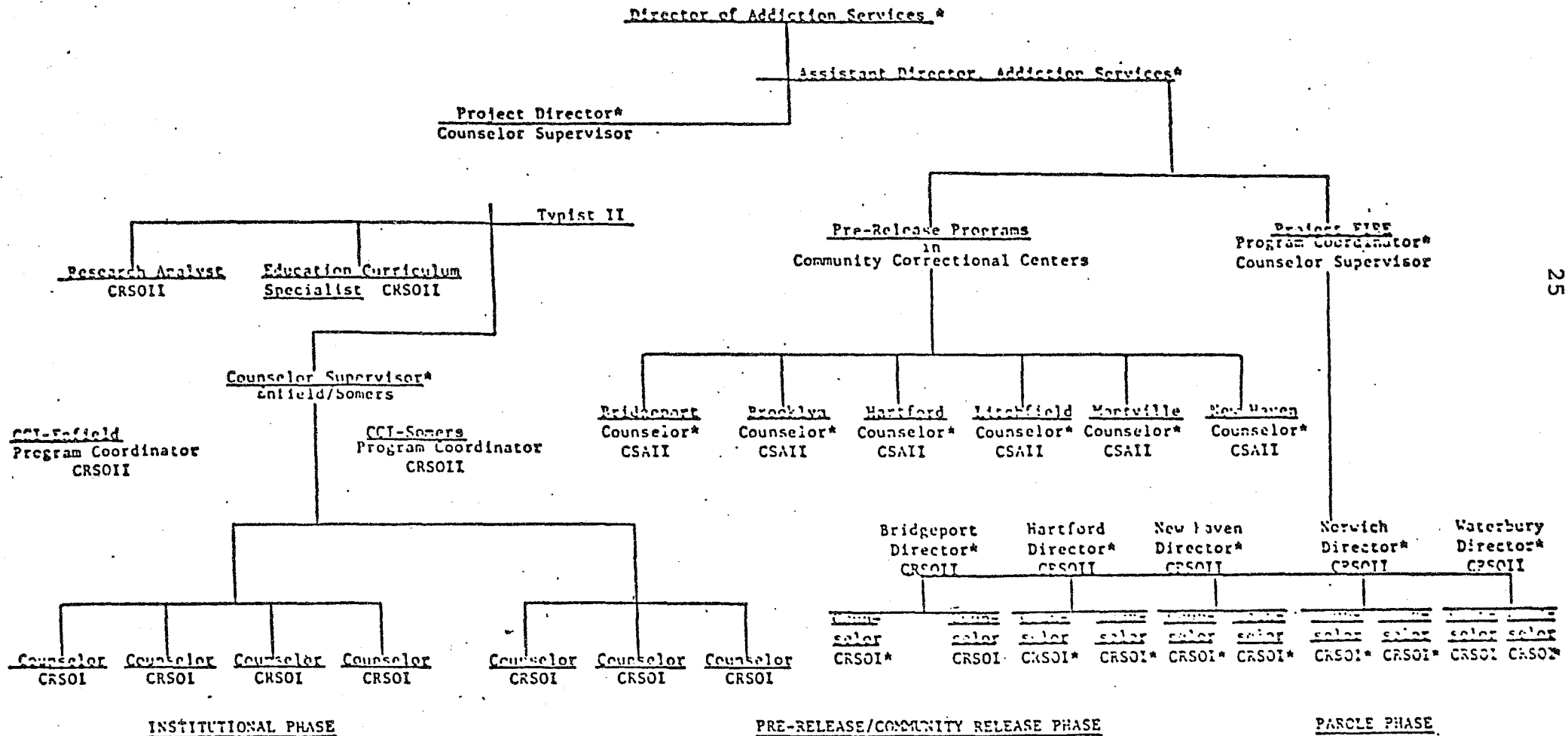


FIGURE 3

CONNECTICUT TRAP  
PROGRAM ORGANIZATION CHART



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\* - Additional Grantee Contributions  
 CSA - Correctional Services Aide  
 CSO - Correctional Rehabilitation Services Officer

"A successfully treated TRAP client back out on the streets should use (drug):"

- . No more than 2 or 3 times a week
- . No more than once a week
- . No more than once a month
- . Not at all
- . Consumption of (drug) is irrelevant to client treatment success

The responses to these questions are depicted in Table 7. Of the drugs indicated in Table 7, rather frequent use of marijuana/hashish would be acceptable, as would use of alcohol. However, "getting drunk" would not be an acceptable behavior more than once a month. For the other drugs shown, abstinence is required for a successful outcome.

Table 8 depicts statements describing possible behaviors and experiences of TRAP graduates during the year after they completed all TRAP program phases and are back out on the streets. The TRAP Project Director was asked to indicate for each statement whether he would consider the statement to be consistent with a "successful outcome of TRAP," "an unsuccessful outcome of TRAP," or "irrelevant to TRAP outcome." A few of the answers are surprising. The TRAP Project Director indicated that commission of a drug related crime (statement 1) is consistent with a successful outcome. Also, commission of a victimless crime would be consistent with a successful outcome (statement 4). In contrast to the Maryland TRAP Project

TABLE 7

POST-TRAP DRUG USE BY "SUCCESSFULLY TREATED"  
CONNECTICUT TRAP CLIENTS\*

Drug	Frequency of Use				
	< 2-3 times a week	< once a week	< once a month	not at all	not relevant
Marijuana/ hashish	x				
Cocaine				x	
Heroin/other illegal opiates				x	
Hallucinogens				x	
Amphetamines <sup>a</sup>				x	
Barbiturates/ sedatives <sup>a</sup>				x	
Minor tranquilizers <sup>a</sup>				x	
Alcohol	x				
Get drunk			x		

\* TRAP Project Director's definition.

<sup>a</sup> illegal use only.

Victimless crime would be consistent with a successful...

Table 8

BEHAVIORAL OUTCOMES FOR CONNECTICUT TRAP CLIENTS\*  
(Continued)

Statement	Successful Outcome	Unsuccessful Outcome	Irrelevant to Outcome
<u>Criminal Behaviors:</u>			
1. The person commits one or more drug related crimes (e.g., sale, use, possession).	X		
2. The person commits or more property crimes (e.g., stealing, shoplifting, burglary, car theft).		X	
3. The person commits one or more violent crimes (e.g., hold up, armed robbery, rape, assault).		X	
4. The person commits one or more victimless crimes (e.g., prostitution, pimping, numbers, gambling, forgery, disorderly conduct, vagrancy).	X		
5. The persons violates parole and is returned to prison.		X	
6. The person is convicted for driving while intoxicated or drunkenness.		X	
7. The person is convicted for a <u>drug</u> related offense.		X	
8. The person is convicted for a <u>nondrug</u> related offense.		X	

\* See footnote at end of table.

Table 8

BEHAVIORAL OUTCOMES FOR CONNECTICUT TRAP CLIENTS\*

Statement	Successful Outcome	Unsuccessful Outcome	Irrelevant to Outcome
<u>Prosocial Behaviors:</u>			
9. The person is mainly employed full-time.	x		
10. The person is mainly employed part-time and is <u>not</u> attending school/training.		x	
11. The person is mainly employed part-time and is <u>attending</u> school/training.	x		
12. The person is mainly in job or vocational training.	x		
13. The person is mainly attending school.	x		
14. The person is mainly keeping house.		x	
15. The person is mainly unemployed.		x	
16. The person is fired from his/her full-time or part-time job.		x	
<u>Drug and Alcohol Use:</u>			
17. The person is experiencing one or more alcohol problems.		x	
18. The person is receiving treatment for alcohol abuse.	x		
19. The person is receiving treatment for drug abuse.	x		



Table 8

BEHAVIORAL OUTCOMES FOR CONNECTICUT TRAP CLIENTS\*  
(Continued)

Statement	Successful Outcome	Unsuccessful Outcome	Irrelevant to Outcome
20. The person is using illegal drugs but is not dependent on any.		x	
<u>Emotional/Behavioral Adjustment:</u>			
21. The person becomes divorced/separated from his/her spouse.			x
22. The person sees a doctor/counselor for emotional problems.	x		
23. The person suffers from problems stemming from depression.			x
24. The person is hospitalized for depression.			x
25. The person commits suicide.		x	
26. The person is hospitalized for emotional problems other than depression.			x

\*TRAP Project Director's responses.

Director, the Connecticut TRAP Project Director views the client's employment, alcohol abuse, and suicide as being relevant to outcome. Apparently, a person receiving treatment for a drug, alcohol or emotional problem is considered to be a successful outcome.

#### Official TRAP Program Goals and Objectives

Thus far, goals and objectives have been discussed as perceived by the TRAP Project Director. Now, the program's officially stated goals and objectives are considered in terms of the client's behavior after completing all phases of TRAP.

The following goals and objectives are officially stated:

- . Illicit drug use--reduce illicit drug use by TRAP program clients to a rate that is significantly less than a control group
- . Criminal behavior--obtain a rearrest and reincarceration rate for TRAP program participants that is significantly less than a control group
- . Employment, school, and other prosocial behaviors--obtain a rate of prevalence for prosocial behaviors for TRAP program participants that is significantly higher than a control group
- . Other goals/objectives--to maintain and continuously improve the coordinated approach to identification and treatment of drug dependent inmates at CCI-Somers and CCI-Enfield

The most striking contrast between the stated goals/objectives of the Connecticut and Maryland programs is that the Connecticut goals with respect to illicit drug use and criminal behavior are expressed in relative terms. That is, the statements are in terms of reducing these dysfunctional behaviors to a level that is significantly less than that of a control group. The Maryland program on the other hand, states

these objectives in absolute terms: abstinence from illicit drug use and no involvement in criminal activity.

#### Staffing

During the first six months of the institutional phase, a total of 27 staff were employed by the TRAP program. Six of these individuals left their jobs during this period. The Niantic Program Coordinator resigned, as did three counselors. In addition, the Project FIRE Director in New Haven died.<sup>1</sup>

Two of the staff received pre-service training only, 12 staff received in-service training only, and 2 staff received both pre-service and in-service training.

Table 9 depicts the training received by TRAP staff in terms of the type of training, the number of staff who received this training, and the number of hours of instruction provided. It appears that the Connecticut TRAP program has placed a great deal of emphasis on both pre-service and in-service training, in contrast to the Maryland TRAP program. Further, the Connecticut TRAP program appears to provide a much more structured type of training than the Maryland TRAP program. This higher level of training may be attributable, in part, to the longer start up period of the Connecticut program. The delay in the Connecticut TRAP program's first client admissions appear to have provided more opportunities for staff training.

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<sup>1</sup> Project FIRE is the program all TRAP clients are to enter upon their release on parole. It provides intensive supervision, counseling, job referral, etc.

TABLE 9

## TRAINING RECEIVED BY CONNECTICUT TRAP STAFF

Type of Training	Number Who Received This	Number of Hours of Instruction
Behavioral Studies Methodology	8	70
Institutional Orientation	7	35
Correctional Facility Staff Training	3	122
Goal Setting for Managers	1	3
Short-Term Counseling	1	14
Planning, Implementation, & Evaluation of Treatment Programs for Women Offenders	2	
CODAP Training	5	6
Methods of Instruction for		
Drug & Alcohol Training	1	7
Substance Abuse	2	36
Family Counseling	1	43
Addiction Services Intake		
Forms	5	3
IHRR Research Forms	12	3
Strategic Planning	2	14
Program Evaluation	3	10
Burnout Syndrome	2	5

Criteria for Admission, Termination, and  
Discharge of TRAP Clients

The criteria for admission to the program are the following:

- Pre-incarceration drug/alcohol abuse--a drug abuse background which indicates compulsive use and results in dysfunctional behavior. Men whose sole drug of abuse is alcohol are normally excluded
- Pre-incarceration criminal behavior--normal program exclusions include men serving sentences for aggressive sexual crimes, a background of violent or assaultive behavior and escapes. Parole violators who have had their parole revoked two or more times and/or those inmates who are currently serving a sentence for a felony committed while in parole status will not normally be considered for admission
- Behavior while in prison--all prospective TRAP candidates must meet satisfactory institutional standards of performance and adjustments. Those inmates that have had misconduct reports or unsatisfactory work reports within the past 4 months will not normally be considered for admission into the TRAP program
- Length of sentence served and remaining--there is no requirement that any particular length of sentence be served, but only that an inmate be 6 to 18 months prior to his parole eligibility date at the point of the eligibility interview by the TRAP evaluation committee
- Eligibility for a MAP contract--fulfillment of the requirements above indicates that a client is eligible for consideration of a TRAP program statement by the TRAP screening committee
- Eligibility for a particular security status--the eligibility for a particular security status is determined by the Institutional Classification Committee
- Other--the purpose of the eligibility criteria is to identify the most appropriate candidates for screening with regard to viability for participation in the TRAP program. The Classification Committee reserves the right to determine admission to and removal from the TRAP program. If a candidate is denied admission to the TRAP program, he may appeal such decision through existing grievance procedures.

The Process for Handling Rule Infractions

TRAP program violations are handled by the inmate Core Group Leader under the supervision of the Program Coordinator. The program has its own system for removing rewards within the program. The actions of the program are dependent on the severity of the rule infraction.

A rule infraction which results in the issuance of a Department of Correction Misconduct Report is referred to the Institutional Disciplinary Committee. A serious rule infraction may result in expulsion from the program and cancellation of the TRAP Program Statement.

Criteria for TRAP Clients to Complete Successfully the Institutional Phase of TRAP

The TRAP Program Statement states the following minimum requirements for participants in the TRAP program:

- . Attendance at all of the scheduled classes in the Behavioral Studies program
- . Attendance at all scheduled individual counseling sessions with a minimum of one 1 hour session scheduled per week
- . Attendance at all scheduled group counseling sessions (i.e., value clarification, relaxation therapy) with a minimum of two 1 1/2 hour sessions per week

Incentives for Participation in TRAP

The TRAP Project Director perceives the following to be the most important incentives for inmates to join TRAP, ranked in priority order:

- . It provides a guaranteed parole release date
- . Where possible, it provides guaranteed community release approximately three months prior to the parole eligibility date

- . It is a means whereby an inmate can accrue seven day good time credit
- . It provides individualized counseling
- . It provides separate housing from the general prison population

#### Treatment and Rehabilitation

The TRAP Project Director was asked to describe the actual treatment/rehabilitation program during the institutional phase. The following indicates his response:

- . A minimum of 15 hours of counseling is provided per week which includes 10 hours of Behavioral Studies Program, 2 hours of individual counseling, 3 hours of group counseling including 1 hour of Relaxation Therapy per week

The core of the program is built around the Behavioral Studies Program. A description of the Behavioral Studies Program with a rationale for the treatment model is contained in Appendix B.

#### Process Information

##### Client Flow

Table 10 depicts the flow of TRAP client in the institutional phase of the program during the first six months of program operation. It should be noted that clients trickled into the program over an extended period of time and, therefore, very few were eligible for graduation from the insitutional phase within the first six months of program operation. Thus, only nine had actually graduated after the first six months of program operation.

##### Services Provided

Table 11 shows the services provided to TRAP clients in a typical week. Column 1 shows the number of staff

TABLE 10

CONNECTICUT TRAP CLIENT FLOW  
 (first 6 months of program operation)

Total number of clients entering program	70
. Dropped out voluntarily	9
. Were sent back to the prison because of MAP violations	6
. Did not remain in TRAP for reasons other than the above	1
. Completed the institutional treatment	9
. Are still in TRAP <sup>a</sup>	45

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<sup>a</sup>As of 6 months after first client was admitted.

Services Provided

Table 11 shows the services provided to the clients.



TABLE 11

## SERVICES PROVIDED TO CONNECTICUT TRAP CLIENTS IN A TYPICAL WEEK

Service	Number of Staff Providing (1)	Number of Staff Hours Service Provided (2)	Number of Hours Service Provided (3)	Number of Clients Receiving This Service (4)	Number of Clients per Session (5)
Individual counseling	6	100	100	50	NA
Group Counseling	7	14	14	50	8
Behavioral Studies	6	40	20	50	25
Relaxation Therapy	2	2	2	50	25
Values Clarification	4	8	4	50	12
Recording for the Blind	1	10	10	25	3
Educational Instruction (e.g., GED, College)	a	a	a	a	a

<sup>a</sup> Provided by correctional staff other than TRAP staff.

providing the service designated; column 2 indicates the total number of treatment hours provided by staff for each service in a typical week; column 3 indicates the number of hours that the service was provided; <sup>1</sup> column 4 shows the number of clients receiving the service; and column 5 shows the average number of clients to attend each session in which the service was offered.

The service categories provided by the Connecticut TRAP Program are the same as the Maryland Program with respect to "individual counseling", "group counseling", and "educational instructions". Actually both programs have different philosophies and use different delivery techniques. Further program service delivery differences are evident in that the Connecticut Program offers behavioral studies relaxation therapy, values clarification, and recording for the blind; while the Maryland Program offers relaxation therapy, point pressure, behavior self management, and vocational training. The most striking differences are that the core of the Connecticut Program is the Behavioral Studies Curriculum, while vocational training is the strongest focus of the Maryland Program.

#### Rule Violations

During the first six months of program operation, the following methods were used by both Correction staff and TRAP staff to check for rule violations: 1) urinalysis, 2) property search, 3) body search. In addition, the Correction staff inspected mail, while the TRAP staff did not.

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<sup>1</sup>The number of hours the service was provided is one half the number of staff hours provided for Behavioral Studies and Values Clarifications because two staff were providing the services at the same time.

MAP Process

The start-up of the TRAP Program was delayed mainly due to unanticipated problems centering around the development of a Mutual Agreement Pact (MAP) for the Connecticut TRAP Program. In contrast to Maryland, Connecticut did not have a MAP process in place when the LEAA TRAP grant was received. The MAP and its procedures were developed, reviewed, and approved by the Deputy Commissioner of Institutional Services in December, 1978. The MAP was also reviewed and approved by the Chairman of the Board of Parole, In January, 1979, it was submitted to the Assistant Attorney General for his review and approval. In early February, the Assistant Attorney General responded with a memorandum indicating that in his opinion, the Commissioner of the Department of Correction and the Chairman of the Board of Parole do not have authority to enter into an agreement such as the MAP with an inmate. Several meetings were held over the next several months to obtain a resolution to the problem. In early May, 1979, the issue was resolved by the Office of the Attorney General in coordination with the Connecticut Board of Parole and the TRAP Program. As a result, a Program Statement for the TRAP Program was developed which in essence provides for a Guaranteed Parole Release Date. A project TRAP Program Statement was developed for each of the correctional institutions and approved (see Appendix C). The TRAP screening/intake flow process is shown in Appendix D.

The initial eligibility criteria for the TRAP Program were too strict. Modifications were instituted; the criteria became more flexible in order to increase the number of potential candidates. The TRAP Project Director emphasizes that it is essential to maintain good communications with the Board of Parole in order to enhance coordination and cooperation.

In conclusion, all of the 70 clients who entered the TRAP Program during the first six months of Program Operation had the Connecticut equivalent of a MAP contract in place when they entered. This is, of course, in marked contrast to the situation in Maryland where, as noted previously, only 21 of the 71 inmates had a MAP contract when they entered.<sup>1</sup> As a result of its insistence on a "MAP contract", the Connecticut program realized a substantial number of vacant beds during this period. In Maryland, on the other hand, the correction system put considerable pressure on the program to fill available beds as soon as possible. Thus, the consideration of the need for a MAP contract was secondary to meeting the Department of Correction's requirements in Maryland.

#### Problems, Solutions Tried and Outcomes

Table 12 summarizes the principal problems encountered, solutions attempted, and outcomes during the first six months of program operations. As indicated in Table 12, the principal problems occurred during the start-up period.

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<sup>1</sup> However, 24 of the Maryland clients entering without MAP contracts obtained MAP contracts while in the TRAP Program within six months.

TABLE 12

## PROBLEMS, SOLUTIONS TRIED, AND OUTCOME--CONNECTICUT TRAP

Problem	Solution(s) Tried	Outcome
Delays in hiring staff due to civil service requirements.		All staff hired by 2/79.
Delays in obtaining necessary equipment.		All but 16 mm film projector received. Projector borrowed in the meantime.
Delay in obtaining MAP (discussed earlier).	Intensive negotiations with Attorney General, Chairman of Board of Parole, and Commissioner of Department of Corrections.	Program Statement developed in 5/79 calling for a Guaranteed Parole Release Date.
Delays in starting screening until MAP issue (above) settled.	See above	Screening began in 5/79.
Inadequate initial response to screening.	Outreach effort initiated in mid May 79. Inmates files screened to determine those meeting eligibility criteria. Those eligible invited to an orientation session.	Screened entire institutional population, then concentrated on new admissions and Parole Board referrals. Successful in obtaining many new clients.

TABLE 12

PROBLEMS, SOLUTIONS TRIED, AND OUTCOME--CONNECTICUT TRAP  
(Continued)

Problem	Solution(s) Tried	Outcome
Non-TRAP inmates occupying TRAP dormitories detracted from control group cohesion, and program atmosphere.	Increased number of TRAP clients, decorated and improved physical setting.	Greater "esprit de corps".
Unable to establish TRAP program for females.	Staff and client capacity transferred to male institution (Somers).	Client capacity at Somers increased to 40.

### Technical Assistance

The TRAP Program received technical assistance from NASADAD in May and October of 1979. The technical assistance was requested by LEAA in order to monitor the progress in development of the program.

### Recommendations for Future TRAP Programs

The TRAP Project Director offered the following recommendations for future TRAP Programs:

- . Reduce individual counseling to one hour per week
- . Permit alcohol abusers to be admitted into the program
- . Permit a longer time for start up. He states that three months is unrealistic and that five months is more appropriate, especially in those states without an operational MAP program
- . Provide for more flexibility to adapt the specific TRAP model to a particular correctional system
- . Initiate program research 12 to 18 months after initial start up of the program in order to allow comprehensive staff training and to permit program operations to obtain a level of stability and consistency

### Budget

The TRAP Project Director was requested to provide:

- 1) the total TRAP cost prior to the start of treatment and
  - 2) the total TRAP cost for the first six months of treatment (excluding costs incurred prior to the start of treatment).
- These had not been provided as of the date of this working paper.

### Changes From the Proposed TRAP Program

Two programmatic changes were requested by the Connecticut TRAP Program and approved by LEAA. One change was a reduction in the amount of individual counseling per

week from three hours to two. This was requested because the program estimated that each client in the TRAP Program was provided with a total of 15 hours of counseling per week, including 10 hours of the Behavioral Studies Program, three hours of group counseling, and two hours of individual counseling. It was believed that this amount of counseling was more than adequate to meet the needs of each client.

The second programmatic change approved by LEAA was to replace the non-traditional treatment modality of EST with "The Searching for Values Film Series". This change was made for two reasons: 1) the cost effectiveness of "The Searching for Values Film Series" was considered to be high and 2) the EST Program philosophically conflicted with the Behavioral Studies Program. The following is the Project Director's statement concerning the rationale for this change.

The cost-effectiveness of the Values Clarification Program over the EST Program was the first reason for the grant modification request. The projected cost for the EST Program was \$2,400 for 20 TRAP participants with the cost per person at \$120.00. This program would have been offered to only 20 clients, and offered only one time. One serious problem that would have arisen is in regard to which clients would be chosen to participate in the EST Program. As compared to the EST Program cost figures, the projected cost of the Values Clarification Film series was \$2,430 with the cost per person at \$16.00. Therefore, in terms of cost effectiveness, the projected cost per client served is much less expensive for the film series than for the EST Program. In addition, since the films were received in December, 1979, a minimum of 75 clients in the two TRAP Programs will receive the services of the Values Clarification Program. It is expected that the film series will be continued to be utilized during the next several years, within the TRAP Programs.



The second reason for replacing the EST Program with the Values Clarification Program was program philosophy. It was felt that the EST Program philosophy is contradictory to the goals of the Behavioral Studies Program. The Behavioral Studies attempts to have the client examine his behavior and its consequences in a non-judgemental and non-threatening atmosphere where the teacher facilitates discussion among the clients' peer group. The Behavioral Studies Program assists the clients in the clarification and definition of his belief system without condemning it. Addiction Services research into the philosophy of the EST Program had indicated that it "assumes that the world has no meaning or purpose" (Newsweek, 9/6/76). It has also been shown that "most of the exercises in EST are aimed at dislodging trainees from their belief systems" (Newsweek, 9/6/76).

The Values Clarification Program is complementing the Behavioral Studies Program. By the end of this grant period, all TRAP Program staff will receive training by the TRAP Educational Curriculum Specialist on the Values Clarification Program. The basic plan would be to have one film shown per week, within each TRAP Program. One two hour session per week, over a ten week period, will be provided in which a film will be viewed. There will be an open discussion guide and completion of a Values Clarification exercise related to the major theme. A strategy for distribution of the films between the two TRAP Programs has been developed which will provide the most efficient utilization of the film series.

#### Client Input

The TRAP Project Director was asked to describe any methods he used to permit TRAP clients to have a voice in the program. He cited two organizations that have inmate participation: 1) the Treatment Committee; and 2) the Program Disciplinary Committee. The Treatment Committee is evenly composed of TRAP Program staff and inmates. This committee interviews prospective clients and chooses appropriate inmates for admission to the program. In

addition, the committee develops and implements internal program rules and procedures. TRAP clients are also involved in the Program Disciplinary Committee which makes decision on disciplinary issues which arise in the program. The TRAP clients have input, but a TRAP staff member has final authority in the disciplinary process.

APPENDICES

- A. Maryland MAP Process
- B. Connecticut TRAP Treatment Model
- C. Connecticut TRAP Program Statement
- D. Connecticut TRAP Screening/Intake Process

APPENDIX A  
MARYLAND MAP PROCESS

MARYLAND MODEL  
MUTUAL AGREEMENT PROGRAMMING

Published By

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MARYLAND MODEL  
MUTUAL AGREEMENT PROGRAMMING

PREAMBLE

Recognizing that a better coordination between correctional programming and parole release may aid the Maryland Division of Correction by increasing the utilization of the resources, creating a cost effective approach to corrections, reducing the number of former inmates reincarcerated and lessening of the over-crowding of Maryland correctional facilities, the Maryland Parole Commission and the Maryland Division of Correction hereby issue this joint policy statement establishing a program of pre-determined parole release agreements entitled Mutual Agreement Programming (MAP).

Under the authority granted to the Parole Commission in Article 41, Section 110(A)(2) the Parole Commission after considering:

1. The circumstances surrounding the crime;
2. The physical, mental and moral qualifications of the inmate eligible for parole;
3. The progress of the inmate during his/her confinement;
4. Whether or not there is reasonable probability that the inmate, if released on parole, will remain at liberty without violating the law; and,
5. Whether or not release on parole of the inmate is compatible with the welfare of society,

may negotiate and enter into a MAP agreement with an inmate and the Division of Correction for release on parole if the inmate fulfills the conditions specified in the agreement.

This policy statement entitled the Maryland Model Mutual Agreement Program shall govern all MAP agreements written between the Parole Commission, the Division of Correction and the inmate.

INTRODUCTION TO MUTUAL AGREEMENT PROGRAMMING

Mutual Agreement Programming (MAP) involves an assessment of the needs, strengths, and weaknesses of the inmate followed by the design of an individualized program that offers resource utilization in preparing participants for a successful community adjustment following release on parole. Based on this assessment, treatment and training objectives are developed, the inmate prepares an individual plan, and negotiations involving the inmate, the institutional staff, the MAP Coordinator and the Parole Commission take place.

An agreement is made, setting out the specific programs which the Division of Correction will provide to the inmate, the inmate's agreement to successfully complete the programs and specific objectives, and a specific parole date contingent upon successful completion of set goals.

The agreement and the procedures surrounding it are seen as a means of involving each inmate in the process and decision to release, giving the inmate much of the responsibility for his or her own release, and bringing together the institutions and parole authorities for closer cooperation and coordination.

The MAP agreement will be used in this Program. The crucial elements are the establishment of specific inmate performance criteria and a parole date. The contribution of each party will be unambiguously defined. The inmate agrees to certain criteria and the acquisition and/or improvement of vocational and educational skills; the Division of Correction provides the programs; the MAP Coordinator monitors the program; and the Parole Commission agrees to release the inmate on a specific date when the criteria have been met. The agreement will be clearly written and the inmate must understand what is being signed. The agreement also may be subject to revision and renegotiation by all parties according to the specific guidelines that are included in this Model.

#### VOUCHER SYSTEM

In some special projects, a voucher may be made available to participating individuals to purchase training and education and support for such activities. When used, the voucher system will be under the supervision and administration of the MAP Coordinator. The key to individual voucher referral is choice of training on the part of the inmate, hopefully resulting in a desired training related occupation in which the individual will remain. Inmates using individual voucher referral will live either in an institution and commute to the community for training or be assigned to a community-based program as a step between prison and parole.

It is anticipated that voucher funds will be made available to purchase any legitimate service directly related to rehabilitation. In addition to training and educational services, in some cases this might include psychological or psychiatric counseling in the community or therapy, surgical removal of noticeable scars which might present a barrier to employability, birth control costs, child care fees, transportation to and from training or work, and subsidies to employers who are willing and can supply good quality on-the-job training programs. In general, any service relating to one's ability to successfully complete training and secure employment under a MAP Agreement would be considered on an individual basis.

### ELIGIBILITY FOR CONTRACT PARTICIPATION

Eligibility for the MAP process is described in DCR 280-9. Any male inmate meeting this criteria is eligible to propose a MAP Agreement as described in this Model. All female inmates are eligible under guidelines published and available at Maryland Correctional Institution for Women due to an experimental Voucher Program funded by the Maryland Governor's Commission on Law Enforcement and the Administration of Justice and LEAA.

### INMATE APPLICATION PROCEDURE

Upon meeting the eligibility criteria for contract participation, an inmate may contact the MAP Coordinator assigned to the institution at which the inmate is being housed. The inmate will receive a MAP orientation explaining the MAP process and will be given the opportunity to develop a MAP proposal that will be presented to the Parole Commission. The time from orientation through negotiation will be known as pre-negotiation period. During this time it is the responsibility of the inmate, with the aid of any Division of Correction personnel, to develop a MAP proposal that will be presented to the Parole Commission for negotiation. During the period of pre-negotiation, the MAP Coordinator will also be available to aid the inmate and the Division of Correction in developing the MAP proposal.

### DURATION OF CONTRACT

No MAP agreement will be written by the Parole Commission, the Division of Correction and an inmate that is shorter than one hundred eighty (180) days in length with the exception of contracts written with inmates in Community Corrections which will be no shorter than ninety (90) days in length. There will be no maximum time limit on the length of a MAP agreement other than the maximum length of sentence calculated by the mandatory release date.

### AGREEMENT NEGOTIATION

The parties to the negotiation will include the inmate, the MAP Coordinator, a representative of the institution, and two members of the Parole Commission. Arrangements for the negotiations will be made by the MAP Coordinator, who will have reviewed the inmate's test results, available programs, and the inmate's choices in a personal meeting. The Coordinator will also have made sure that all pertinent information concerning the inmate will have been distributed to both institution and Parole Commission at least one week prior to the time of agreement.



negotiation. Thus all parties to the agreement will come to the negotiations with an awareness of all necessary factual information.

Agreement negotiation will take place where the inmate is housed on a special hearing date. The MAP Coordinator will moderate the negotiations. A critical element of this process is that the inmates feel involvement and responsibility for what is expected of them, and come to some conclusion about what they expect of themselves. The agreement will be openly negotiated and will not be a program already put together and agreed upon by the institution and parole authorities. All parties should be flexible enough so that inmates may be able to participate in a realistic program of their own choice. Inmates will be able to speak freely, as must the other parties, and to indicate what they can and cannot do. Specific components of the agreement will be clear and caution will be taken to assure that inmates understand the various components of the document. If the parties to the negotiation are unable to agree to the components of an agreement, the inmate will revert, without prejudice, to the general prison population and be subject to regular institutional care. This will also apply to individuals who were not successful in meeting the agreed to objectives. Any violation by an inmate of a law, rule or regulation while a party to the agreement will, however, result in appropriate disciplinary action being taken in accordance with existing Division policy. Such action may, if warranted, continue after an individual is returned to regular institutional care. The agreement can be negated only by unsuccessful participation on the part of the inmate or by previously undisclosed information of major importance about the inmate. Either one of these can lead to renegotiation of the entire agreement.

#### AGREEMENT SUSPENSION

The Classification Counselor shall monitor all MAP contracts in his case load and shall report any violation of the agreement, either as a result of a disciplinary infraction, non-compliance with a program element or any other reason to the MAP Coordinator. If a violation of the MAP agreement is reported to the MAP Coordinator, the MAP Coordinator shall determine, under the terms of the agreement, whether the reported facts constitute a violation of specific agreement criteria. This may involve conferring with the inmate, the Classification Counselor, other institutional staff or interested persons. If the MAP Coordinator determines that a violation has occurred, he must report the violation to the Parole Commission and furnish a copy of the report to the Division of Correction and the inmate as soon as possible. The MAP agreement shall be automatically suspended during the period from violation report until renegotiation, including parole date. During the suspension period, the Division of Correction shall determine, in accordance with established procedures, whether the inmate should continue to have access to suspended resources.

Also, if information formerly unknown about the inmate, which might alter the classification status and/or limit any party's ability to meet the criteria of the agreement, is brought to the attention of the Division, the Parole Commission, or the MAP Coordinator, the inmate shall be so informed and the agreement shall be immediately and automatically suspended. A classification hearing will be held as soon as possible to determine whether a change should be made in the inmate's present classification status and/or whether the information will, in fact, limit any party's ability to meet the terms of the agreement. If it is so determined, then the agreement shall be declared null and void. At such time that all parties agree, a new agreement may be negotiated. In the event that no change in classification status is recommended and it is determined that the new information will not limit any party's ability to meet the terms of the agreement, then the agreement shall be immediately reinstated.

#### AGREEMENT RENEGOTIATION

Agreement renegotiation shall take place under the following circumstances:

1. The inmate requests it.
2. The inmate has failed to meet the terms of the agreement.
3. If a resource contracted for has become unavailable.
4. If important information formerly unknown is brought to the attention of the Division of Correction or the Parole Commission.

In the event of renegotiation, any or all agreements may be changed. The inmate's proposal(s) developed for renegotiation will follow the same process as the original proposal development and the negotiation procedure previously described. Minor changes in the agreement of a non-disciplinary nature may be requested through a letter or memo exchange between the institutions and Parole Commission after consultation with the MAP Coordinator. The MAP Coordinator shall determine if the proposed change needs to be processed through the renegotiation procedure or can be resolved through correspondence exchange. Requests for changes or modifications in the agreement initiated through correspondence should be signed by the Managing Officer and the inmate, and forwarded to the Parole Commission through the MAP Coordinator. The MAP Coordinator will also ensure that a timely response is received to such requests. The Parole Commission may accept, reject or refer the proposed change through the established renegotiation procedure.

Should any party refuse to renegotiate a suspended MAP agreement, the original agreement will become null and void. The Division of Correction and the Parole Commission will fully document their reasons for refusing to renegotiate and advise the inmate accordingly. If the contract is not renegotiated, the inmate will revert to the normal parole process and will not be able to submit another proposal for consideration until after his next scheduled parole hearing.

#### AGREEMENT COMPLETION

Upon the completion of negotiations and the signing of the agreement, it will be made clear to inmates that it is their responsibility to undertake the various programs which are necessary to meet the criteria, and that any difficulties should be brought to the attention of the MAP Coordinator. The following controls will be included in order that the programs are completed according to schedule.

1. The MAP Coordinator will closely monitor the progress of the inmate and make it a point to be aware of any problems the inmate may have.
2. The MAP Coordinator will confer with the inmate on a need basis or as requested by the inmate to review lack of progress or problems in meeting the criteria.
3. Ten working days prior to completion of the agreement, the MAP Coordinator will begin the parole procedure by indicating to the Parole Commission that the inmate has successfully completed the program to date and recommending that the inmate be paroled on the agreed date. It is important that the parole machinery get underway at this time so that the inmate can be released on the promised date.
4. If the inmate is unable to successfully complete the criteria, then renegotiation or cancellation will be in order.

#### ARBITRATION OF CONTRACT DISPUTES

The Maryland Advisory Board for Corrections, Parole and Probation will serve as the sole and final arbitrator for any disputes regarding the fulfillment of MAP contract terms. The Chairman of the Advisory Board shall appoint three members to arbitrate any dispute referred to the Advisory Board. The three member panel will determine only the fulfillment of MAP contract terms and not the merit of these terms or

the reasons for failure to complete the terms. Any MAP contract failure will result in renegotiation as described in this Model.

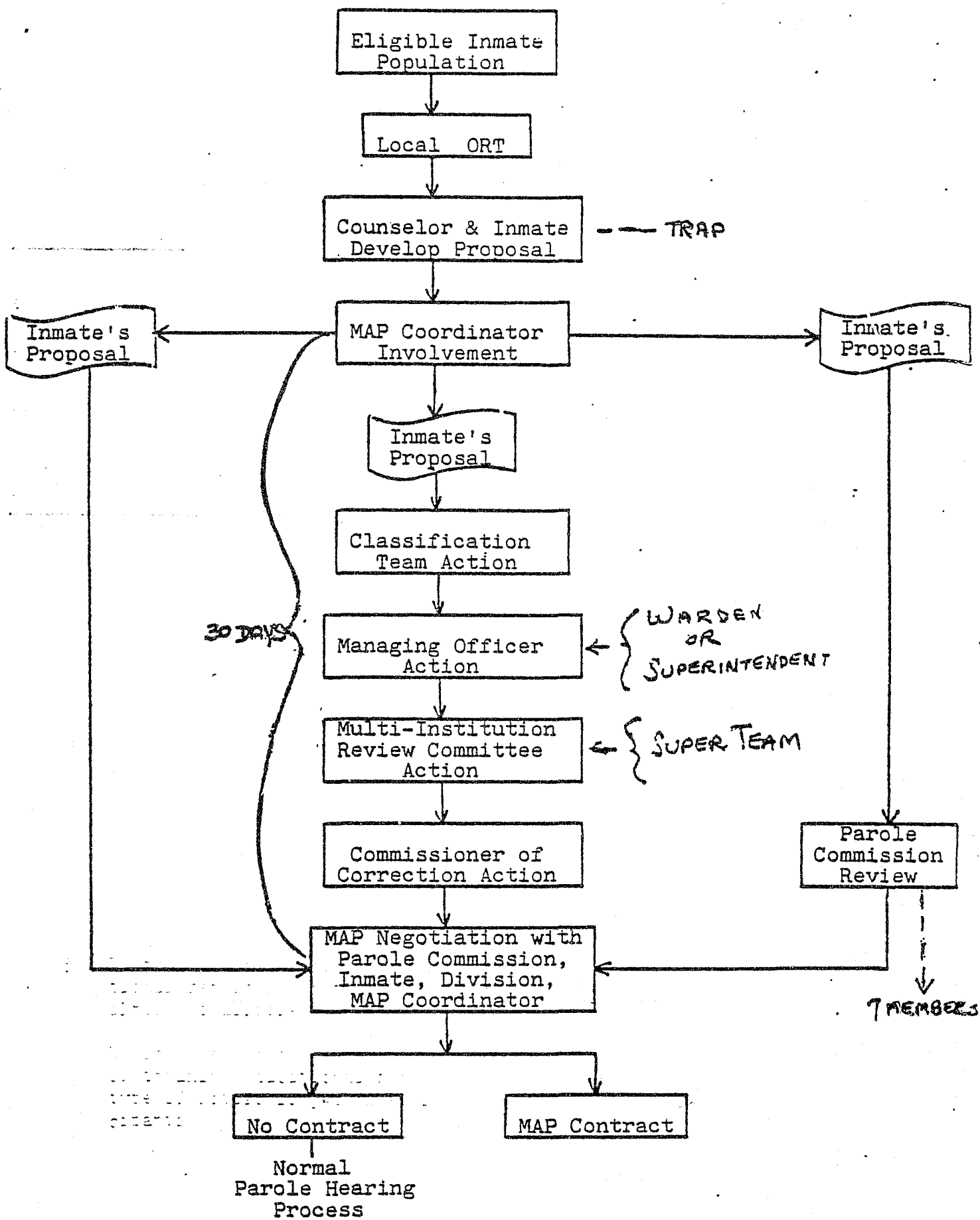
#### PAROLE FOLLOW-UP

Every individual who completes the program will be on parole, and each will be the subject of a follow-up for one year. The MAP Coordinator will acquaint the Division of Parole and Probation with the program, and will request a periodic report on parolee performance from the assigned parole agents. This report will include information concerning employment and related data to be made available for research and evaluation.

#### PROGRAM OBJECTIVES

The objectives for the program are:

1. In advance of an individual's parole eligibility to establish written, individualized, and objective terms agreeable to the Division of Correction, the Parole Commission, and the inmate which if fulfilled will guarantee parole on an agreed upon date.
2. To identify the inmates' training/education needs both as perceived by the inmate and as perceived by the institutional staff.
3. To identify the community and institutional resources available to meet the inmates' training/educational needs.
4. To match individual inmate needs with community and/or institutional resources.
5. To promote the development of any needed training/educational services for program participants which are not already available.
6. To achieve a high degree of correlation between type of training/educational services provided and the type of actual long-term employment of program participants.



Department of Public Safety and Correctional Services  
Division of Correction  
MAP CONTRACT AGREEMENT

Introduction

Under the administrative procedures established by the Maryland Parole Commission an inmate of the Maryland Division of Correction, upon meeting the eligibility qualifications, may negotiate a specific parole release date contingent upon successful completion of mutually agreed upon criteria.

Criteria for Parole Release

The criteria listed below comprise the program that has been mutually agreed upon between \_\_\_\_\_, \_\_\_\_\_ and the Maryland Parole Commission on November 9, 1977

1. Education

2. Skill Training Inmate will successfully complete the MOMR Pipefitting Course at MCTC no later than 4/30/78. Inmate will attend all scheduled classes with no unexcused absences. Satisfactory completion will be determined by the course instructor based on inmate's successful completion of both written and practical tests.

3. Treatment Inmate will enter the 6/7/78 - 8/10/78 cycle of Junction Bridge. Inmate must attend all groups with no unexcused absences. Inmate must not be tardy for more than 2 groups during the cycle. He must remain infraction free while in the program and he must maintain satisfactory work status on his institutional job. Inmate will take drug therapy on parole as directed by Parole Agent.

4. Behavior While at MCTC, inmate will not be convicted of an infraction with a sentence of any actual segregation or 30 days or more suspended segregation. Inmate will not be convicted of more than one other infraction. Inmate will not be convicted of an infraction resulting in removal from the Camp System. Inmate will not be convicted of more than one other infraction while in the Camp System. Inmate will remain in a community correction program until paroled under the rules and regulations which have been established by that program.

5. Work Assignment Inmate agrees to accept any institutional job assignment which will not conflict with his completion of this contract. Inmate will obtain full-time employment within 60 days of date of transfer to a community correction program. If inmate loses employment through no fault of his own, he will have 30 days to obtain new full-time employment. Irrespective of the above, inmate must be employed full-time on his release date and for 30 days prior to his release date.

6. Other Inmate will transfer to MCCA no later than 5/31/78.

Inmate will be placed in a community correction program in Baltimore no later than 9/30/78. Within 30 days of his transfer inmate will negotiate a program participation agreement with the program which will be in conformance with this MAP contract and shall include weekly counseling sessions with his assigned counselor.

Inmate will have a verified home and employment plan prior to release on parole

Parole Date

The Maryland Parole Commission, contingent upon successful completion by the inmate of the above listed criteria shall parole the inmate on April 2, 1979

Interpretation Provisions

Agreement cancellation, negation or renegotiation shall take place in accordance with the terms and provisions of the applicable Maryland Model, Mutual Agreement Programming. All questions, issues or disputes respecting determination of successful completion of any agreement criteria shall be decided by the MAP Coordinator. Prior to his decision the MAP Coordinator shall consult with both the inmate and the program staff member who made the evaluation respecting successful completion and, in the Coordinator's discretion, he may mediate and consult jointly with the inmate and staff member respecting such question or dispute. The decision of the MAP Coordinator shall be in writing and shall set forth the facts on which it is based and shall state the reasons for the decision.

Arbitration

The Maryland Advisory Board for Corrections, Parole and Probation will serve as the sole and final arbitrator for any disputes regarding the fulfillment of MAP contract terms. The Chairman of the Advisory Board shall appoint three members to arbitrate any dispute referred to the Advisory Board. The three member panel will determine only the fulfillment of MAP contract terms and not the merit of these terms or the reasons for failure to complete the terms. Any MAP contract failure will result in renegotiation as described in the MAP Model.

MAP Coordinator

The MAP Coordinator shall monitor the program and certify to the Maryland Parole Commission that the program has been successfully completed.

Inmate

The inmate has read or has had read to him/her this contract and the Maryland MAP Model and he/she acknowledges receipt of a copy of both thereof. The inmate understands that if he/she successfully completes the program as outlined he/she will be paroled on the date stated above. The inmate agrees to follow said terms and conditions of said documents. If a resource becomes unavailable, the inmate agrees to renegotiate for a substitute resource.

Maryland Parole Commission

Upon certification by the MAP Coordinator of conformance to the agreed upon criteria by the inmate, and lacking any substantial evidence to the contrary, the inmate shall be paroled on the above stated date.

Division of Correction

The Division has reviewed the program criteria and shall provide the necessary programs and services to enable the inmate to timely complete the program. If a resource becomes unavailable, the Division will provide a substitute resource.

*Richard L. Ray*  
\_\_\_\_\_  
MAP Coordinator

  
\_\_\_\_\_  
Inmate

*Louise E. [Signature]*  
\_\_\_\_\_  
BY Maryland Parole Commission

*D.R. [Signature]* ASE  
\_\_\_\_\_  
BY Division of Correction

*[Faint, mostly illegible text from the reverse side of the page]*

MARK A. LEVINE  
COMMISSIONER  
BROWN HARDY  
DEPUTY COMMISSIONER



ROBERT J. LALLY.  
SECRETARY  
W DONALD POINTER  
DEPUTY SECRETARY  
CORRECTIONS

## MARYLAND

DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES  
DIVISION OF CORRECTION  
6314 WINDSOR MILL RD. BALTIMORE, MD. 21207  
PHONE: 944-7028

DCIB #71-77

January 1, 1978

### INFORMATION BULLETIN

SUBJECT: MAP ELIGIBILITY CRITERIA

The Division of Correction, in cooperation with the Maryland Parole Commission, is expanding the Mutual Agreement Program (MAP). MAP is a form of contract parole authorized in accordance with Art. 27, Sec. 700G of the Maryland Annotated Code, in which an inmate, the Division of Correction, and the Maryland Parole Commission enter into an agreement establishing a definite parole release date contingent upon successful completion of inmate goals and objectives in the areas of skill training, education, behavior, treatment and/or work assignment, etc.

In July, 1977, MAP was expanded to all eligible inmates at the Maryland Correctional Training Center (MCTC). Previous to MCTC, MAP was operational at Community Corrections Centers, Maryland Correctional Institution - Women (MCI-W) and CVRRC. Effective this date, 1 inmates who meet the eligibility criteria at the Maryland Correctional Institution at Hagerstown (MCI-H) are hereby eligible for the MAP process.

The eligibility criteria established are set forth below. Those interested inmates at the Maryland Correctional Institution at Hagerstown who believe they meet the criteria listed below should contact their Classification Counselor. Inmates at the Community Corrections, MCI-W, CVRRC, and MCTC will continue to follow established procedures for MAP at their respective institutions.

### ELIGIBILITY REQUIREMENTS

#### A. Time Criteria

1. The inmate must have been sentenced to the jurisdiction of the Division of Correction for a minimum of 90 days from the date of sentencing prior to MAP contract proposal and negotiation.
2. An inmate serving up to and including ten (10) years cannot be more than two (2) years from the first parole hearing.
3. An inmate serving in excess of ten (10) years must have had the first parole hearing and cannot be more than two (2) years from the next parole hearing.
4. An inmate who has been refused a MAP contract at the negotiation hearing will not be permitted to submit another MAP proposal until the inmate has reached the next scheduled parole hearing date.



5. An inmate who has received a parole hearing which resulted in refusal of parole shall be ineligible for a MAP contract.
6. If an inmate's current sentence status resulted in the violation of a parole (technical or new offense parole violation), the inmate must have had the first parole hearing after the parole revocation hearing and cannot be more than two (2) years from the next parole hearing regardless of sentence length.
7. If an inmate's current sentence status represents a violation of probation which resulted from a new offense, the inmate must have had the first parole hearing and cannot be more than two (2) years from the next parole hearing regardless of sentence length.
8. If an inmate's current sentence represents the third or more major adult incarceration (sentence of six (6) months or more) from any jurisdiction, the inmate must have had the first parole hearing and cannot be more than two (2) years from the next parole hearing.
9. Inmates serving sentences on which the Parole Commission does not have exclusive authority to parole will not be eligible for MAP negotiations. These include:
  - a. Life sentences
  - b. Contempt of Court (Domestic)
  - c. Interstate Corrections Compact Prisoners
  - d. Mandatory Release Violations
  - e. Mandatory sentences as prescribed by the Annotated Code of Maryland
  - f. All detainers not included in Section B, following.

B. Detainers

1. The following detainers will not eliminate eligibility:
  - a. Payable fines
  - b. Support payments
  - c. Restitutions
  - d. Concurrent sentences that will expire on or before the current sentence with approval of the jurisdiction.
  - e. Any consecutive sentence of thirty (30) days or less to be served in local jurisdictions.
  - f. Any other detainer that will not effect parole discharge from the present sentence.

C. Duration of Contract

1. No MAP agreement will be written by the Parole Commission, the Division of Correction and an inmate for a period of less than 180 days, with the exception of contracts for those inmates in Community Corrections which will be written for a period of no less than 90 days.
2. There will be no maximum time limit on the length of a MAP agreement other than the maximum length of sentence calculated by the mandatory release date.

D. Behavior Adjustment

1. Before eligible to propose a MAP contract, an inmate must wait six (6) months after having been returned to greater security, a loss of good conduct credit, release from segregation, termination of probation or any other disciplinary restriction.
2. Infractions which are handled by counsel and reprimand, incident reports, on the spot reports or Community Corrections in-house discipline procedures will not be considered sufficiently serious to prohibit eligibility for MAP application regardless of date of occurrence.

E. Escape

1. Any inmate who escapes from an institution will not be eligible to propose a MAP contract for a period of one (1) year from the date of return to Division custody.
2. In those cases where minimum security programming is deemed desirable and appropriate prior to completion of the two (2) year stipulation of DCR 100-3 and DCR 100-14, it will be necessary to secure a waiver under standard procedures prior to MAP contract proposal.
3. In cases where waivers are not approved, proposed MAP contracts should not require a transfer to minimum security prior to expiration of the normal two (2) year period.

F. Psychological Evaluations

1. An inmate who falls in any one of the following categories must have had a psychological and/or psychiatric evaluation within one (1) year preceding MAP application.
  - a. Murder or Manslaughter offense (present or past)
  - b. Sexual offense (present or past)
  - c. Pattern of serious assaultive behavior; i.e., conviction for assault with intent to maim, etc. (also consider any pattern of assaultive behavior while in the institution within the year preceding this consideration).
  - d. Incapacitating chronic mental illness.
2. Any inmate being considered for MAP may be required to have a current psychological and/or psychiatric evaluation at the discretion of the Classification Team.

G. Verification of Prior Record

The inmate's base file with a certified criminal history (F.B.I. and/or P.S.I. reports) must be available at the time of MAP proposal development.



Mark A. Levine  
Commissioner

Distribution

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S-Inmates at MCI-H and MCTC

DIVISION OF CORRECTION  
REGULATION

STATE OF MARYLAND

DEPARTMENT OF PUBLIC SAFETY  
AND CORRECTIONAL SERVICES

DCR NO. 280 - 10

DATE JUL 1 1977

SUBJECT: RELEASE AND PAROLE

TITLE: MAP Negotiations  
Process

RECEIVED

JAN 25 1978

- I. Reference: DCR 280 - 8; DCR 280 - 9
- II. Applicable to: All Institutions
- III. Purpose: To set forth the procedures involved in the Pre-Negotiation Process, the Agreement Negotiation, Agreement Violations/Suspension, Agreement Renegotiation and the Agreement Completion in the MAP program.

RECEIVED  
JAN 25 1978

IV. Procedure:

A. Pre-Negotiation Process

- 1. Upon meeting eligibility criteria for MAP application and proposal development, the inmate has the responsibility to contact his Classification Counselor if he is interested in the program.
  - a. The Classification Counselor will explain the program and eligibility criteria, supplementing information previously provided to the inmate in the Inmate Manual, appropriate DCIB, and orientations at RDCC and the receiving institution. The inmate will be provided with the necessary forms and proposal worksheets by the Counselor as required.
  - b. The Classification Counselor or the Classification Team will verify if the inmate is, in fact, eligible and interested in the MAP program and designate this on DC Form 280 - 10a MAP Eligibility and Orientation Form. This form will be signed by the inmate indicating that he has read, has had explained to him and understands why he is or is not eligible and when he will be eligible for MAP programming. Upon completion of this form, it will be placed in the inmate's base file. Any disputes regarding eligibility will be referred by the inmate to the Managing Officer.

2. When MAP eligibility is verified, the Classification Counselor will refer the inmate to the MAP staff for specific MAP orientation. Orientation by the MAP staff is intended to resolve any additional questions which the inmate may have, provide technical assistance, guidance to the inmate for his proposal development, and any other forms or worksheets (DC Form 280 - 10b) which the inmate may need for proposal development. Orientations will be conducted within a reasonable period of time both individually and in groups on an institution to institution basis, as the demand and situation requires.
  
3. Upon completion of the orientation, the inmate may formally proceed with proposal(s) development. Any inmate who meets the eligibility criteria must be allowed to submit a MAP proposal(s). The inmate, with the assistance of his Classification Counselor, MAP Coordinator, and institutional resource personnel as required, will develop a preliminary proposal(s). The inmate will not be limited to a single proposal and may develop several proposals or alternatives indicating preferences at this time. MAP staff will be readily available on a regular basis in each institution, and Classification Counselors will refer inmates to the MAP staff for assistance and guidance as required during this process.
  - a. The Classification Counselor should provide guidance and advice to the inmate during this phase of the proceedings and discourage frivolous and unrealistic proposals. The Classification Counselor, however, should avoid dictating the proposal(s) to the inmate, and the proposal(s) should reflect the desires of the inmate and will be his position at negotiation.
  
  - b. The proposal(s) at this stage should be as specific as possible, however, the precise

language, resource and service delivery dates, and technical details will be finalized by the MAP staff.

4. When the preliminary development of the contract proposal has been completed by the inmate with the assistance of the Classification Counselor and MAP staff, the MAP Coordinator will forward the inmate's proposal(s) (a final MAP agreement worksheet) to the designated Classification Team for review under provisions of DCR 100 - 1 and DCR 100 - 5. However, the inmate's presence is not required during this classification review. A MAP Coordinator will be present to provide technical assistance, but will be a non-voting member of the Classification Team.
  - a. Individual institutions should make every effort to coordinate Classification Team review of MAP proposal(s) as much as possible to avoid simultaneous reviews in separate institutions.
  - b. Scheduling of Classification Team review of MAP proposals will be coordinated with the MAP office.
5. The function of the Classification Team review of the inmate's proposal is to establish the negotiating position of the Division of Correction in relation to the inmate's proposal(s).
  - a. Where feasible the Classification Team should indicate alternative training and/or education programs available that would not affect the Division of Correction's approval of the MAP proposal.
  - b. The Classification Team should also indicate specific parameters concerning the time

frames in which each element of the MAP proposal is acceptable to the Division of Correction during negotiation with the Parole Commission. These parameters will provide the Division of Correction representative with a flexible yet limited bargaining position at MAP negotiations. At this point, the pre-negotiation summary will be prepared (DC Form 280 - 10C-R MAP Pre-Negotiation Summary Form).

6. The recommendation of the Classification Team as to the Division of Correction's negotiating parameters will be forwarded to the Managing Officer for final institutional approval on DC Form 280 - 10d MAP Agreement Parameter Classification Sheet.
  - a. If the Managing Officer disagrees with the Classification Team recommendation, he will indicate what he considers to be suitable Division of Correction negotiating parameters and return it to the Classification Team for further review. Once the Managing Officer concurs with the negotiating parameters developed by the Classification Team, the recommended parameters will then be forwarded to the MAP Coordinator for scheduling for multi-institutional review to occur within fifteen (15) working days of receipt unless prevented by exceptional circumstances.
  - b. The MAP Coordinator will forward to the designated members of the Multi-Institutional Classification Committee a Pre-negotiation Summary previously prepared by Classification Counselor and MAP proposal for each inmate and recommended Division of Correction negotiating parameters to be reviewed five (5) working days prior to the multi-institutional review.

c. Also at this time, the MAP Coordinator shall forward a copy of the inmate's MAP proposal(s) to the Parole Commission for their review.

7. The Multi-Institutional Classification Committee will be comprised of the Managing Officer from each institution, including Community Corrections, the Director of Work Release and the Commissioner of Correction. The Managing Officer and Work Release Director may designate his/her representative on this committee and that representative will have the authority of the Managing Officer in all actions of that committee. This representative will be a Classification Counselor at the level of Senior Counselor, Senior Work Release Representative, or above. In the case of community corrections, any representative to this committee must be a Corrections Specialist III or above.

a. The Multi-Institutional Classification Committee will be chaired by the Commissioner or his representative. A MAP Coordinator will be present at all committee meetings to present each inmate's MAP proposal.

b. The Multi-Institutional Classification Committee will meet regularly but not less than once a week to review all multi-institutional MAP proposals.

c. The MAP office will be responsible to schedule the docket for this committee on a weekly basis in a manner that will allow for the review of all cases that have been submitted to the MAP office from the various institutions during the previous week.

copy  
review

8. The purpose of the Multi-Institutional Classification Committee is to review the inmate's MAP proposal(s) and the recommended Division of Correction negotiating parameters.
  - a. This committee will approve, or modify, as the situation dictates and finalize the appropriate negotiation position of the Division of Correction.
  - b. At this time the committee will also confirm and guarantee the availability of all resources in the recommended negotiating parameters.
  - c. The action of the team will be by majority vote. Only institutions involved in the proposal, including the originating institution and work release, when applicable, will vote on the Division of Correction negotiating parameters.
  - d. The Commissioner or his representative will vote only in the case of tie votes.
  - e. The team action will be effective after two (2) working days unless disapproved by the Commissioner.
    - (1) In the case where the Commissioner disapproves the recommended Division of Correction negotiating parameters, they will be sent back to the Multi-Institutional Classification Committee for further action.
  - f. All final negotiating parameters approved by the Commissioner will be forwarded by the MAP Coordinator to the designated Division of Correction negotiation representative five (5) working days prior to the next scheduled negotiation session.



B. Agreement Negotiation

1. The parties present at the final MAP negotiation session will include the inmate, the MAP Coordinator, a Division of Correction representative and two (2) members of the Parole Commission. The inmate's Classification Counselor should be present at negotiation sessions but is not required.
2. The Division of Correction representative(s) will be a staff member of the institution where the negotiation session is being conducted. This representative(s) will be designated by the Managing Officer and will have the rank of Senior Classification Counselor or above. This representative(s) may be the same individual who represents the institution on the Multi-Institutional Classification Committee.
  - a. The Division of Correction representative(s) will have the authority to commit the Division to contract agreements providing the final MAP agreement does not exceed the parameters/alternatives established in the pre-negotiation process.
  - b. The Division of Correction representative's negotiation position will have been established as described in the pre-negotiation process, indicating those programs and dates which are negotiable, program alternatives and maximum and minimum time frames and conditions.
  - c. While the Division of Correction representative(s) will have flexibility in negotiation proceedings, the representative(s) will support the primary proposal approved during the pre-negotiation process. Beyond the parameters established in the proposal during the pre-negotiation process, the Division of Correction

representative(s) will have the authority to lengthen or shorten the duration of the contract by no more than six (6) months in either direction.

- d. The Division of Correction representative(s) may not add or subtract specific program elements (education, skill training, work release, community corrections, etc.) otherwise not specified as suitable alternatives in the pre-negotiation proposal.
  - e. When the Division representative(s) has negotiated a length of contract change of six (6) months or less in either direction, he will immediately confirm through the MAP Coordinator that the time change does not affect service delivery. Confirmation will be made on the spot at the negotiation session prior to sign off.
3. In the case where the Parole Commission makes a counter proposal beyond the limits of the parameters/ alternatives established during pre-negotiation and beyond the Division representative's bargaining position, the counter proposal will be subject to review by the Multi-Institutional Classification Committee.
- a. The counter proposal made by the Parole Commission will be made in specific terms and explained thoroughly to the inmate at the negotiation session and only with his concurrence will the counter proposal be referred by the MAP Coordinator to the Multi-Institutional Classification Committee for reconsideration.
  - b. The Multi-Institutional Classification Committee will determine if the counter proposal is acceptable to the Division

of Correction. If acceptable, resources will be reconfirmed, the case will be forwarded through the established pre-negotiation procedure, and the MAP agreement approved through correspondence.

- c. If the Division of Correction, through the Multi-Institutional Classification Committee does not approve the counter proposal of the Parole Commission, they will fully document the reasons, suggest any other available alternatives, and forward the case through the established pre-negotiation procedure to the next available negotiation session.
  - d. If agreement cannot be reached after two (2) negotiation sessions, the inmate will revert, without prejudice, to the normal parole process and will not be eligible to submit another proposal until after his next scheduled parole hearing unless all parties agree that further negotiation would be beneficial.
4. The MAP Coordinator will moderate the negotiation session and will be responsible to clarify all points of view, ensuring that all parties to the negotiation are given equal time to present their proposal.
- a. The MAP Coordinator will further ensure the contract language is in objective terms, acceptable and understandable to all parties.
  - b. The final contract will be written on DC Form 280 - 8 (Jul. 77) MAP Contract Agreement.

5. The inmate will be able to speak freely, as must the other parties, to indicate what they can and cannot do. Specific components of the agreement will be clear; caution will be taken to ensure that inmates understand the various components of the agreement.

C. Agreement Violations/Suspension

1. The Classification Counselor shall monitor all MAP contracts in his case load and shall report any violation of the agreement, either as a result of a disciplinary infraction, non-compliance with a program element or any other reason to the MAP Coordinator.
  - a. When a violation of the MAP agreement is reported to the MAP Coordinator (DC Form 280 - 10e (MAP Violation Report)), the MAP Coordinator shall determine, under the terms of the agreement, whether the reported facts constitute a violation of specific agreement criteria. This may involve conferring with the inmate, the Classification Counselor, other institutional staff or interested persons.
  - b. If the MAP Coordinator determines that a violation has occurred, he must report the violation to the Parole Commission and furnish a copy of the report to the Division of Correction and the inmate as soon as possible.
    - (1) The MAP agreement shall be automatically suspended during the period from violation report until renegotiation, including parole date.
    - (2) During the suspension period, the Division of Correction

shall determine, in accordance with established procedures, whether the inmate should continue to have access to suspended resources.

2. If information formerly unknown about the inmate, which might alter the classification status and/or limit any party's ability to meet the criteria of the agreement, is brought to the attention of the Division, the Parole Commission, or the MAP Coordinator, the inmate shall be so informed and the agreement shall be immediately and automatically suspended.

- a. A classification hearing will be held as soon as possible to determine whether a change should be made in the inmate's present classification status and/or whether the information will, in fact, limit any party's ability to meet the terms of the agreement. If it is so determined, then the agreement shall be declared null and void.
- b. At such time that all parties agree, a new agreement may be negotiated.
- c. In the event that no change in classification status is recommended and it is determined that the new information will not limit any party's ability to meet the terms of the agreement, then the agreement shall be immediately reinstated.

D. Agreement Renegotiation

1. Agreement renegotiation shall take place under the following circumstances:
  - a. The inmate requests it.
  - b. The inmate has failed to meet the terms of the agreement.

- c. If a resource contracted for has become unavailable.
  - d. If important information formerly unknown is brought to the attention of the Division of Correction or the Parole Commission.
2. In the event of renegotiation, any or all agreements may be changed. The inmate's proposal(s) developed for renegotiation will follow the same process as the original proposal development and the negotiation procedure previously described.
- a. Minor changes in the agreement of a non-disciplinary nature may be requested through DC Form 280 - 10 of MAP Contract Amendment Form between the institutions and Parole Commission after consultation with the MAP Coordinator. The MAP Coordinator shall determine if the proposed change needs to be processed through the renegotiation procedure or can be resolved through correspondence exchange.
  - b. Requests for changes or modifications in the MAP agreement initiated through the Contract Amendment Form should be signed by the inmate, the Counselor, the Supervisor and the Managing Officer and forwarded to the Parole Commission through the MAP Coordinator.
  - c. The MAP Coordinator will also ensure that a timely response is received to such requests.
  - d. The Parole Commission may accept, reject or refer the proposed change through the established renegotiation procedure.
3. Should any party refuse to renegotiate a suspended MAP agreement, the original agreement will become null and void.

- a. The Division of Correction and the Parole Commission will fully document their reasons for refusing to renegotiate and advise the inmate accordingly.
  - b. If the contract is not renegotiated, the inmate will revert to the normal parole process and will not be able to submit another proposal for consideration until after his next scheduled parole hearing.
4. The Maryland Advisory Board for Corrections, Parole and Probation will serve as the sole and final arbitrator for any disputes regarding the fulfillment of MAP contract terms. The Chairman of the Advisory Board shall appoint three members to arbitrate any dispute referred to the Advisory Board. The three member panel will determine only the fulfillment of MAP contract terms and not the merit of these terms or the reasons for failure to complete the terms. Any MAP contract failure will result in renegotiation as described in the MAP Model (DCR 280 - 8).

E. Agreement Completion

1. Upon the completion of negotiations and the signing of the agreement, it will be made clear to the inmate that it is his/her responsibility to undertake the various programs which are necessary to meet the criteria, and that any difficulties should be brought to the attention of the MAP Coordinator.
2. The following controls will be included in order that the programs are completed according to schedule.
  - a. The MAP Coordinator will closely monitor the progress of the inmate and make it a point to be aware of any problems the inmate may have.
  - b. The MAP Coordinator will confer with the inmate on a need basis or as requested by the inmate to review lack of progress or problems in meeting the criteria.

- c. Ten working days prior to completion of the agreement, the MAP Coordinator will begin the parole procedure by indicating to the Parole Commission on DC Form 280 - 10g that the inmate has successfully completed the program to date and recommending that the inmate be paroled on the agreed date. It is important that the parole machinery get underway at this time so that the inmate can be released on the promised date.
- d. If the inmate is unable to successfully complete the criteria, then renegotiation or cancellation will be in order.

V. Rescissions:



Commissioner

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MARYLAND  
DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES  
DIVISION OF CORRECTION

**MAP ELIGIBILITY**

I, \_\_\_\_\_, have read or have had read and understand  
Name and Institution #

the MAP eligibility criteria. Check below:

- I understand that I am eligible for the MAP program and it is my responsibility to request an orientation to MAP through my Classification Counselor.
- I am hereby requesting a MAP orientation.
- I understand that I am not eligible because \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Inmate Signature

\_\_\_\_\_  
Witness

.....

**MAP ORIENTATION**

I, \_\_\_\_\_, have attended an orientation with a MAP  
Name and Institution #

Coordinator and understand the MAP procedure. I understand that it is my responsibility to develop a MAP proposal with my Classification Counselor if I am interested. I also understand that I will have my regular parole hearing as scheduled if I am not interested in MAP. My Classification Counselor is \_\_\_\_\_.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Inmate

\_\_\_\_\_  
Map Coordinator

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DIVISION OF CORRECTION

MAP AGREEMENT WORK SHEET

Proposed Criteria

1. Education
2. Skill Training
3. Treatment
4. Behavior
5. Work Assignment
6. Other

Inmate's Name \_\_\_\_\_ Number \_\_\_\_\_

Desired Release Date \_\_\_\_\_ Date This Sheet Prepared \_\_\_\_\_

Institution \_\_\_\_\_

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DIVISION OF CORRECTION

**MAP PRE - NEGOTIATION SUMMARY**

Name \_\_\_\_\_ # \_\_\_\_\_ Institution \_\_\_\_\_

DOB \_\_\_\_\_ Present Age \_\_\_\_\_ Race \_\_\_\_\_ Marital Status \_\_\_\_\_ Education \_\_\_\_\_

Last Address \_\_\_\_\_

Proposed Parole Residence \_\_\_\_\_

Occupation \_\_\_\_\_ SS # \_\_\_\_\_

Offense (s) \_\_\_\_\_

Sentence (s) \_\_\_\_\_ Total \_\_\_\_\_

From \_\_\_\_\_ Received \_\_\_\_\_ Current Expiration \_\_\_\_\_

Drug Problem \_\_\_\_\_ Alcohol Problem \_\_\_\_\_

**Previous Adult Convictions:** (Attached extra sheet if necessary)

<u>Date</u>	<u>Location</u>	<u>Offense</u>	<u>Disposition</u>
-------------	-----------------	----------------	--------------------

**Previous Employment:**

<u>Dates</u>	<u>Employer</u>	<u>Type of Work</u>	<u>Location</u>	<u>Wages</u>	<u>Reason for Leaving</u>
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**Previous Parole Hearings:** (If none, date of first scheduled parole hearing)

**Institutional Discipline:** (Major and minor infractions)

<u>Date</u>	<u>Infraction</u>	<u>Disposition</u>
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MARYLAND

DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES  
DIVISION OF CORRECTION

**MAP Agreement/Parameter  
Classification Sheet**

Name \_\_\_\_\_ # \_\_\_\_\_ Inst. \_\_\_\_\_

Negotiation

Institutional Classification Team

Renegotiation

Multi-Institutional Review

**Proposed Criteria and Parameters**

1. Educational program alternatives and date alternatives:

2. Skill Training programs and date alternatives:

3. Treatment programs and date alternatives:

Previous Period \_\_\_\_\_

Institutional Disc \_\_\_\_\_

Date \_\_\_\_\_

4. Behavioral alternatives:

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DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES  
DIVISION OF CORRECTION

MAP VIOLATION REPORT

Name \_\_\_\_\_ # \_\_\_\_\_ Date of Violation \_\_\_\_\_ Inst. \_\_\_\_\_

Agreement clause (s) in violation: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Facts surrounding violation: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Steps taken by inmate to avoid violation: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Steps taken by staff to avoid violation: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES  
DIVISION OF CORRECTION

**MAP CONTRACT AMENDMENT FORM**

Name \_\_\_\_\_ # \_\_\_\_\_ Date \_\_\_\_\_  
Inst. \_\_\_\_\_

Contract clause (s) to be changed:

Additions and / or deletions to be made:

Rationale for proposed changes:

Counselor recommendations:

\_\_\_\_\_  
Inmate Counselor

Steps taken by staff to avoid violation \_\_\_\_\_

\_\_\_\_\_  
Date Supervisor

\_\_\_\_\_  
Date Managing Officer

Please use additional sheets if necessary.

MARYLAND  
DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES  
DIVISION OF CORRECTION

**COMPLETION CERTIFICATION FOR  
MAP AGREEMENT**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Inmate

\_\_\_\_\_  
#

\_\_\_\_\_  
Date of MAP Agreement

\_\_\_\_\_  
Date of Completion and  
Parole Date

Action being certified by this form: \_\_\_\_\_  
\_\_\_\_\_

As agreed to by the inmate, the following events and accomplishments  
have occurred during the MAP Agreement:

1. Education \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Skill Training \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Treatment \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Behavior \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

APPENDIX B

CONNECTICUT TRAP TREATMENT MODEL



The TRAP Program philosophy and operations is characterized by a multi-modality approach of uninterrupted treatment. The TRAP Programs will continue to utilize the Behavioral Studies Approach consisting of learning and coping skills for recovering addicts. The Behavioral Studies Approach for the TRAP Programs is designed to confront the specific issue of drug abuse by exposing clearly to the participant the physiological, social, psychological, and environmental factors that contribute to drug abuse. The philosophy of the approach is to help the inmate learn about himself so that he can choose to change his behavior. The Behavioral Studies Approach stresses that an inmate is capable of: effectively governing his life, of acting maturely, and adapting socially, if he is prepared to understand human behavior and the variables that maintain it. All TRAP staff are fully trained and experienced as facilitators of the Behavioral Studies Program.

#### Behavioral Study Program Within the TRAP Communities

The Behavioral Study Program within the context of the TRAP Communities is unique in that it brings to cognitive awareness, not that which is "repressed" but those adaptive, conscious processes and "bits of information" that were never acquired or sufficiently related to be used by the individual. The "Behavior Study Class" is an

opportunity for relatively safe involvement with an "other" and provides a laboratory of practice, experience, and mastery of the skills presented. Models of desired human behavior, including specific attitudes, assumptions, thought constructs, information, concepts and values compatible with adaptable social responses are presented in general. The Behavioral Study Program is a non-threatening therapeutic educational program; each participant has the opportunity of exploring new approaches to living.

### The Philosophy of the Behavior Study Program Within TRAP

#### A. Criteria for Educational/Therapeutic Training Technique (Behavioral Study Program)

Imminently needed for the incessant strengthening of present drug abuse treatment/service at C.C.I. -Somers and C.C.I. -Enfield is an effective, regularly available educational/therapeutic training technique that fulfills the following criteria:

1. Is available to most inmates at C.C.I. -Somers and C.C.I. -Enfield.
2. Effected by trained "paraprofessionals" rather than dependent on psychiatric or Ph.D. personnel.
3. Is readily adaptable to a correctional facility.
4. Tends to avoid psychiatric labels.
5. Focuses on specific problems and behaviors.
6. Has the capability of creating an awareness that every participant is a help giver, as well as a help taker in that he contributes personal views to the group.

#### B. Theorists Suggesting the Development of an Educational/Therapeutic Technique Through the Behavioral Study Class:

Educational therapy is a synthesis of ideas postulated by many investigators: O.H. Mowrer, Integrity Therapy; Ellis, Rational-Emotive Psychotherapy; Glasser, Reality Therapy; Bandura, Modeling; Goldiamond, Behavioral Analysis; E. Berne, Transactional Analysis; Gestalt Therapy; Alcoholics Anonymous; Daytop Therapy; among others. (See pages 33-34 for explanation.)

A significant portion of the following information including pp. 26-32 is a condensation of research work and original thought completed by Dr. Donald Pet, former Director of the Alcohol and Drug Training Center, Meriden, Connecticut. It has been adapted to the special needs of the Addiction Services Division of the Department of Correction.

#### C. Comments on Selection of the Drug Abuse Inmate From C.C.I. -Somers and C.C.I. -Enfield For Participation in the TRAP Program:

The drug abuser is an ideal participant for involvement in the TRAP Communities at Somers and Enfield. Drug abusers are described as immature, they have difficulty

storing behavior and a limited repertoire for adaptive behavior other than drug use and "dependency". Also, they are known to be intelligent, i.e. have the capacity for cognitive behavioral development. Many are aware of their prior cultural deprivation to the extent that they value and seek education (and frequently reject traditional psychotherapies). They are confined for significant, generally predictable periods of time. Such individuals have much time available to them for participation and reflective pursuit of the cues given. They are capable themselves of materially contributing to the subject matter and provide the type of feedback needed to evaluate the program. Some inmates will be asked to be "core leaders" and to take on major responsibility for the functioning of the TRAP Community.

#### D. Behavioral Study Program:

The Behavioral Study Program is a special kind of teaching procedure to develop problem solving ability, and to teach the complex concept "maturity" through the use of models with high cue value, by programming such exposure/experience, and making them available in a social practice laboratory - the Behavioral Study Class. It emphasizes the role of cognitive behaviors in adaptation, and suggests that these cognitive behaviors can be taught by modeling and reinforcement once the appropriate attitudes are defined. Conscious processes maintain maladaptive behaviors. The acquisition of complex behavior patterns requires prior acquisition of fractional responses of the "bits of pieces" of the more complex model.

In the Behavioral Study Program (Educational Therapy), specific immature behaviors of the inmate are to be replaced by specific mature ones, rather than the "sick" patient is to be healed by the "well" doctor. In "uncovering" therapies, clear statements of desired responses are absent. New desired response patterns are "modeled" in Educational Therapy; the facilitator presents an example of what he expects the resident to do, or feel, or think. The emphasis is on synthesis of coping skills rather than analysis of malfunction.

The Behavioral Study Program differs from traditional education in the relative emphasis placed on "process" rather than "content", the expectation of personal emotional commitment and involvement in a group, and the degree of acknowledged rather than covert value judgements. The client is to acquire an ability in coping, adaptation, flexibility, and stress tolerance. Concreteness in thinking is to be avoided, and "facts" are presented primarily.

#### PROCESS

Teaching of cognitive skills in Educational Therapy will be effected by modeling desired behaviors, and the use of operant techniques in a group interpersonal situation. The "behavior study class" is an opportunity for relatively safe involvement with an "other" and provides a laboratory for practice, experience and mastery of the skills presented. Models of desired human behavior, including specific attitudes, assumptions, thought constructs, information, concepts, and values compatible with adaptive social responses are presented in general.

#### CONTENT

The subject matter of the Behavior Study Program is the complex concept "maturity". This program is divided into a large number of very small steps (classes). These classes serve as models to demonstrate a way the subject can act, think, or feel.

Thus, the Behavior Study Program tests the feasibility of developing an educational curriculum, comprising numerous specific courses deliverable in small packages, that, in bits, promotes ego competency. Mental health, maturity, and like complex labels are too general to submit to analysis and measurement. By recognizing that these labels represent a complex of sub-skills, information and experiences, acquired over a period of time, it will be possible to teach specific sub-skills and subject each small section to measurement and analysis.

It is thought that the acquisition of complex behaviors is accomplished by exposure to a collection of effective training sequences. The program will be designed to combine: (1) didactic content, (2) group process, and (3) the method of "programming", to develop small sections or 'packages', one at a time, that teach specific social behaviors.

Some specific proposed topics, the "bits and pieces", in which examples of adaptive behavior, thinking, and feelings would be illustrated are as follows:

#### Understanding the human body and physical needs:

- Basic physiology and anatomy--organ systems, the senses, sleep, trust, nutrition, etc.
- Genetic inheritance
- Growth and development (physiologic)
- Disease--infection, trauma
- Grooming for social acceptance

#### Education vs. Indoctrination:

- Awareness of the difference
- Intelligence (what it means)
- Asking questions
- Methods of learning--modeling, classical and operant conditioning

#### Social Systems:

- Delinquency and rebellion
- Law as a symbol of the reality principle
- History and development of rules of behavior
- Evolution
- Race, prejudice
- Role theory
- Cooperation vs. competition

This program is designed to be used in a classroom setting. The materials serve as tools to demonstrate and the curriculum is designed to be used in a classroom setting.

<sup>2</sup>Psychological Principles:

Development and critical periods (Erik Erikson)  
Feeling states and emotions  
Perceptual training  
Sexual identity  
"Success" vs. failure identity  
Habit formation  
Self-awareness  
Profile of mature person

Interpersonal Skills:

Work supervisory skills  
Communication techniques  
Therapeutic conversation  
Interview technique  
Public speaking

Drug Dependences:

Drug properties and effects  
Alcohol properties and effects

Habituation, Tolerance, Dependence:

Environmental factors  
Profile of the abuser  
Rehabilitation methods  
Programs for prevention

- 2a. The countless other topics, such as those stated above, in which examples of adaptive behavior, thinking and feelings would be illustrated are potential sources for eventual program use in the Behavioral Study Program. Each cycle of the Behavioral Study Program at the TRAP Programs at Somers and Enfield begins with this particular topic.
- b. The Addiction Services Division developed a comprehensive manual on the Behavioral Studies Program during first year funding and have staff trained in this modality of treatment.

E. The Model Behavioral Study Class Within the TRAP Community:

Keeping in mind that it is not just content that will continue to be developed, but the "programming of content" process, the following ingredients are understood to be the model for the Behavioral Study Program:

1. Clients voluntarily meet in a circular group in an informal "no harm" atmosphere.
2. A pre-planned topic is conveyed by a "leader" in the form of a person(s) and/or media (video tape, printed matter, etc.) using a structured procedure.
3. The "leader" provides alternate solutions: he does not moralize or give ultimate dictums (this is a process to develop tolerance for uncertainty).
4. Each program will have examples of desirable behavior, attitudes, and feelings. These models or cues will be designed to promote specific ego adaptive habits.
5. It is desired that members be active participants, an appropriate response being a personal statement. Emotional involvement is achieved through acknowledged rather than covert value judgements.
6. Every participant is viewed as a helper and a person being helped in that he contributes personal views to the group.
7. The classes deal with conscious materials, especially attitudes, and emphasis is placed on behavior in terms of consequences.
8. Facts are presented with relative emphasis on teaching process rather than content.
9. The class effort is toward synthesis of specific coping skills rather than analysis of specific malfunction.
10. The Behavioral Study Class provides an opportunity for a relatively safe involvement with an other, and is "labeled" a laboratory for practice, experience and mastery of skills presented.

Several skeleton models of a behavioral study class are presented below:

Example 1:

Aim: Better communication with authority figure, more frequent interaction, less anxiety in approaching correctional guard.

Resident (inmate) disposition: Shows avoidance behavior to correctional guard.

Method: Discussion of fears, consequences of prior experiences; role playing situations for practice; role-playing scenes of interaction with correctional guard illustrating alternative responses; group encouragement in new behaviors.

Evaluation: Self and observer ratings of approach behavior, subjective ratings of anxiety, time spent communicating with correctional guard before and after program, etc.

### Example 2:

Aim: To develop awareness and practical understanding of the mental mechanism "rationalization".

Resident (inmate) disposition: Maintains many inappropriate "explanations" for his behaviors.

Method: In the behavioral study class, there will be presented some video taped segments illustrating "rationalization" as (a) a boy telling his peers "The coach cut me because I'd show up the others" or (b) "I'm not going to the dance because the girls are all dogs and I don't want to dance with them". In the discussion, it might be suggested the boy should learn to dance, etc. Further scenes and discussion will carry the theme from people in general, then to drug abusers, to people in this institution, into the group, and finally to an examination of one's own response repertoire.

Evaluation: Can the resident (inmate) identify "rationalization" from video tape representation using new examples mixed with other behaviors; can he provide examples of real life current situations; will self and observer ratings measure any difference in rationalizing behavior?

### Example 3:

Aim: To develop awareness of personal value system.

Resident (inmate) disposition: Limited cultural exposure has provided resident with limited value orientation in which there are few alternatives known to him.

Method: In behavioral study class, film segments, discussion, printed matter, convey cross-cultural selected attitudes (related to the theme presented).  
Ex: Babies born with the cords around their necks are destined to be artists or musicians; other tribe members are prohibited from becoming artists. More specific intraculture attitudes are presented and discussed - members presenting personal views. Moving from the general to the specific, the individual identifies his own specific pattern and alternatives are openly discussed. It may be stated a high socio-economic-status is more likely to embezzle; crimes of violence are more likely to prevail in a low socio-economic-status area.

Evaluation: Is the individual able to describe his own value pattern? Is he committed to the same pattern following the behavioral study program? What values does he display when confronted with a specific stress (natural or provoked)? Can he propose alternatives to an imagined stress and will observer ratings show him to be better able to think prior to action?

### Example 4:

Aim: Developing tolerance to others' views, viz., religious.

Resident (inmate) disposition: Has been exposed to one concept of religion; "scapegoats" persons of other orientation in time of stress.

Method: In the behavioral study class, film segments, discussion, and printed matter will illustrate methods of acquiring religious attitudes in general; examples will be more specific as group members express their personal acquisition of religious attitudes. Numerous themes could be developed on this subject.

Evaluation: Pre and post score on tolerance scales; subject and observer rating of behavior; interpretation and expressed attitudes of religious theme cues could be rated.

F. Intent of the Behavioral Study Class:

Course aims will be to create a conscious awareness of:

1. What we want--basic human drives, i.e. adventure, security, recognition and sex.
2. What others ask of us--socially imposed restraint, the role limits within which one is expected to behave to satisfy human needs.
3. The Reality Principle--relating (a) What we want to (b) What others ask, to make people aware of how different socio-economic and cultural groups, and specifically the individual as a product of his own reference groups, actually resolves personal need with social expectations. Methods successfully used will be emphasized and contrasted with the client's personal repertoire of coping skills.

G. Subject Matter of "Educational Therapy":

The subject matter of "Educational Therapy" is conscious rather than unconscious processes with emphasis placed on developing adaptive cognitive behaviors (one's assumptions, thought constructs, attitudes, information, internalized sentences) and increasing problem solving ability. Social learning theorists suggest that modeling (also called no-trial learning, imitation, identification, and cognitive rehearsal) is the most rapid method of learning in humans. Developing a curriculum of adaptive models is realistic since it is unlikely that there will be some "magic" or short cut intervention to substitute for the time consuming process of client re-education of perceptual, emotional and symbolic behavior processes, and of "working through" practice in a social situation. In addition, as an important part of the curriculum, inmates will be encouraged to examine their daily actions, attitudes and behaviors, and to use this 'subject matter' as the content for the behavioral study class.

H. General Procedure of Curriculum Development:

The methodology has a cybernetic design which will permit:

1. Development of specific programs suitable for presentation in a "package". Each course will provide a specific task(s) for the subject to accomplish which would increase the person's socially adaptive behavioral repertoire.
2. Evaluation of the effectiveness of each course in teaching a specific skill or repertoire.
3. Continual improvement of each course based on feedback - objective measurement and subjective ratings.



THEORISTS SUGGESTING THE DEVELOPMENT OF AN EDUCATIONAL/THERAPEUTIC  
TECHNIQUE THROUGH THE BEHAVIORAL STUDY CLASS

O.H. Mowrer (1966), recognized for his activity as a theoretician, has postulated the framework for a therapy in which education for self-directed change is the objective. In this paradigm, the therapist is to model radical honesty with others, self-knowledge, behavioral competence, and social responsibility. Following the model, "the patient begins taking down the parenthesis around his life".<sup>1</sup> Imitation is considered the most efficient method of response acquisition. Mowrer puts emphasis on present behavior; on somewhat of a crash program to awaken personal choice and teach a repertoire that permits self-responsibility.<sup>2</sup>

Albert Ellis has devised a method relying primarily on expanding conscious awareness: "... therapy, in essence, largely consists of teaching the patient effective self-analysis: how, specifically, to observe his own feelings and actions, how to evaluate them objectively. . . and how to change them by consistent effort and practice".<sup>3</sup>

The therapist clearly is expected to make the patient aware of the main irrational ideas that human beings are prone to follow and what are the more rational philosophies of living that may usually be substituted instead.<sup>4</sup> Rehabilitation includes reading, lectures, group discussion and acquisition of performance skills that challenge one's present assumptive world. Thus, an attempt is made to bring the client to critically appraise his value system.

In Reality Therapy, William Glasser views people as having similar needs which must be fulfilled primarily by learned rather than naturally endowed skills. All maladjustment is related to inadequacy in the fulfillment of essential needs, and the importance of involvement with an "other": facing reality and learning better means to behave are goals of treatment, the therapist viewed as the teacher. The global task of each individual is "responsibility".<sup>5</sup>

Glasser clearly conceptualizes psychiatric problems as "weakness" which requires active learning to help oneself rather than being "cured" as in the medical model. Glasser also emphasizes positive consequences; vis., with institutionalized patients "the only major punishment is exclusion from the regular program".<sup>6</sup>

I. Goldiamond advocates that the focus of therapy should be self-control. For Goldiamond, therapy sessions are conferences to evaluate what the patient is doing to modify his behavior and the therapist's role is offering procedures for modification. The therapist provides a model of how he would solve the problem. The relative emphasis is on education in "process". Goldiamond's view is that the patient may show remarkable ability to govern his own life if taught behavioral analysis.<sup>7</sup>

Eric Berne has devised a simplified terminology to teach self-behavioral analysis. The patient labels ego states "adult", "parent", or "child" and acquires cognitive skill in processing them. Maturity is recognized as the ability to keep the adult ego state in control most of the time. The Berne system is based on analysis of social transactions from the point of view of advantages gained rather than as defense operations.<sup>8</sup>

Gestalt psychology has emphasized that learning is of cognitive structures rather than responses. Tolman, for example, suggests the brain is analogous to a map room where stimuli are assorted and arranged, and these cognitive maps or intermediary processes should be studied. "Problem solving is a manifestation of insightful ("in"- "sight") remodeling of the conceptual field."<sup>9</sup>

Albert Bandura's investigations document that the most efficient method for rapid response acquisition, which is represented to the highest degree in Homo sapiens, is modeling or "no-trial learning". A model is an example for imitation. Learning occurs by observation even when the observer does not overtly reproduce the model's behavior. He suggests that combining positive models with operant conditioning procedures is an effective and preferable form to establish and strengthen desired alternative patterns of behavior.<sup>10</sup>

THEORISTS SUGGESTING THE DEVELOPMENT OF AN EDUCATIONAL/THERAPEUTIC TECHNIQUE THROUGH THE BEHAVIORAL STUDY CLASS: CONTINUED

Bandura suggests application of learning principles in a deliberate and carefully programmed manner offers the best hope to achieve predictable treatment outcomes. Bandura argues that conscious awareness of "mental health concepts" may be the most efficient method of achieving mental health.<sup>11</sup>

Alcoholics Anonymous and Daytop, which utilizes 'Concept' Therapy, attempts to deal with the here-and-now difficulties of individual addicts. One of the main operating assumptions of these programs is that the 'recovery career' of an addict is facilitated through a change agent who is also a recovering addict-on the basis that the 'shared identity' of the two individuals enhances therapeutic communication. This assumption is the chief foundation upon which modeling occurs. What is modeled by a resident is not just a role, but learned patterns of behavior/attitudes that are more directly related to general psychological improvement.<sup>12</sup> Research on modeling does suggest that the stronger the basis for identification between the individuals involved, the more effective the modeling (Bandura, 1969).<sup>13</sup>

<sup>1</sup>O.H. Mowrer, "The Behavior Therapies with Special Reference to Modeling and Imitation," American Journal of Psychotherapy, 20 (1966) p. 452.

<sup>2</sup>O.H. Mowrer, "Learning Theory and Behavior Therapy," in Handbook of Clinical Psychology, Benjamin B. Wolman, Ed., (1965) pp. 242-276.

<sup>3</sup>Albert Ellis, Reason and Emotion in Psychotherapy, Lyle Stuart, (1962), p. 6.

<sup>4</sup>Ellis, p. 59.

<sup>5</sup>William Glasser, Reality Therapy: A New Approach to Psychiatry, Harper and Row, 1965.

<sup>6</sup>Glasser, p. 72.

<sup>7</sup>I. Goldiamond, J.E. Dryrud, and M.D. Miller, "Practice as Research in Professional Psychology," Canadian Psychologist, 6A:1 (1965).

<sup>8</sup>E. Berne, Games People Play, Grove Press, Inc., 1964, p. 19.

<sup>9</sup>L.R. Wolberg, Psychotherapy and the Behavioral Sciences, Gaune and Stratton, 1966, p. 69.

<sup>10</sup>Albert Bandura, Psychotherapy Conceptualized as a Social-Learning Process, Stanford University, Facilitated by Research Grant, M-5162, p. 34.

<sup>11</sup>Bandura, p. 47.

<sup>12</sup>Walter Collier, "An Evaluation Report on the Therapeutic Program of Daytop Village, Inc.," February, 1970, p. 45.

<sup>13</sup>A. Bandura, Principles of Behavioral Modification, New York, Holt, 1969.

### Amount and Type of Counseling

The average day within the TRAP Community will consist of three hours of vocational training or work within the correctional facility (C.C.I. -Enfield only), 2½ hours of class utilizing the Behavioral Studies Approach (five days per week), one hour of physical education, and two hours of group and/or individual counseling in the evening. The nature of the Behavioral Study Program will allow new TRAP Institutional clients to immediately join the group/class. A minimum of two hours of individual and three hours of group counseling will be offered to each inmate per week.

The Behavioral Studies Program is considered to be a non-traditional therapeutic program. In addition to the Behavioral Studies Program, each TRAP Community will provide participants with two other non-traditional therapeutic programs, Relaxation Coping Behavior Program (See Appendix J for a detailed description) and "The Searching for Values Film Series".

The Relaxation Coping Behavior Program is an amalgamation of work done by staff of the New Jersey Neuro-Psychiatric Institute and Dr. Herbert Benson. The purpose of the course will be to teach the participant:

1. How to have more control over his/her inner feelings and experiences.
2. How to relax during times of need, particularly during times of stress and tension.
3. How to become desensitized to situations which normally make him/her particularly nervous.
4. Two methods of relaxation: the muscle relaxant method and the meditation model.
5. How to manage and direct behavior in a more satisfying way.

Each TRAP Community resident will have this course offered to him/her.

A third non-traditional program entitled Values Clarification is based upon "The Searching for Values Film Series". It is composed of 10 short films approximately 14-17 minutes in length. Each film provides students with a values clarification experience that is personal, provocative and keyed to contemporary life. It complements

the philosophy of the Behavioral Studies Program and fits well into the TRAP Programs.

The basic plan is to have one film shown per week within each of the TRAP Programs over a ten-week period. One two-hour session each week will provide: the viewing of the film; an open discussion related to the central theme as outlined in the discussion guide; and completion of a Values Clarification exercise related to the major theme. The Values Clarification exercises will be integrated in the issues presented in the Behavioral Studies Program. (See Appendix K for a description of each film to be utilized in the Values Clarification Program.)

Over the course of the grant, it is projected that the Values Clarification Program will be presented to a minimum of 75 clients in the two TRAP Programs. A distribution schedule has been established and provides efficient utilization of the film series. The cost-effectiveness factor of the Values Clarification Program should be noted. Since the cost of the film series totaled \$2,430 and it will be presented to a minimum of 150 clients over the course of the grants, the cost per client will be \$16.00. In addition, it is expected that the film series will continue to be utilized during the next several years within the TRAP Programs.

While involved in the TRAP Communities at the respective institutions, the residents of the program will also be involved in vocational and job-readiness training. In addition, at the C.C.I. - Somers TRAP Program, Recording for the Blind will be made available to participants as vocational training. The TRAP clients will produce taped programs of children's stories. The Recording for the Blind utilizes groups of three TRAP participants. One records the book or magazine onto the tape, another operates the equipment, and a third checks the finished product for mistakes. Each book takes about three months to record and is carefully examined to assure speech quality and exact interpretation of the written material. Each participant involved in Recording for the Blind will be trained and receive all instructions from TRAP staff.

APPENDIX C  
CONNECTICUT TRAP PROGRAM STATEMENT

PROJECT TRAP - PROGRAM STATEMENT  
C.C.I. - Somers

I. Introduction

Project TRAP (Treatment and Rehabilitation for Addicted Prisoners) is a unique program in which satisfactory completion of treatment goals provides for:

- 1) a Guaranteed Parole Release Date after the minimum present term is served from the Connecticut Board of Parole, and 2) where possible Guaranteed Community Release approximately 3 months prior to the Parole Release Date dependent on available bed space. Participants in the TRAP Program will receive seven day credit good time and regular pay for satisfactory participation. All clients who fulfill the eligibility criteria and are approved through the screening process will be placed in the TRAP Program subject to available bed space.

The provision of the Guaranteed Parole Release Date and Community Release will be contingent upon the following minimum required level of participation in the TRAP Program.

1. Satisfactory institutional work reports.
2. Satisfactory institutional performance with adherence to all departmental and program rules.
3. Satisfactory program performance and completion of specified treatment goals. Satisfactory completion shall be defined as completion at a performance level specified under the minimum requirements, within the reasonable capabilities of the inmate, for the specific treatment service to be evaluated by the TRAP Program staff.

II. Specific Treatment Services

The Department of Correction will provide comprehensive treatment services which will include the development of an individually designed treatment plan which will be monitored on a monthly basis. The treatment services will consist of individual and group counseling, and the Behavioral Studies Program.

A. Institutional Phase - (6 month minimum)

Minimum requirements for participants in the TRAP Program:

1. Attendance at all of the scheduled classes in the Behavioral Studies Program.

Department 2. Attendance at all scheduled individual counseling sessions with a minimum of one-1 hour session scheduled per week.

3. Attendance at all scheduled group counseling sessions (i.e. values clarification, relaxation therapy) with a minimum of two-1½ hour sessions per week.

I. Attendance is required at 100% of the above treatment sessions unless the client absence is authorized in writing by the Addiction Services Counselor Supervisor or his designee. Failure to comply with the above minimum requirements may result in removal from the TRAP Program and return to regular population housing.

THE CLASSIFICATION COMMITTEE RESERVES THE RIGHT TO DETERMINE ADMISSION TO AND REMOVAL FROM THE TRAP PROGRAM. IF AN INMATE IS DENIED ADMISSION OR IS REMOVED FROM THE PROGRAM, HE MAY APPEAL SUCH DECISION THROUGH EXISTING GRIEVANCE PROCEDURES (SEE C.C.I. -SOMERS HANDBOOK OF REGULATIONS AND PROGRAMS).

B. Community Re-entry Phase

Minimum requirements for participants in the TRAP Program:

1. Satisfactory participation while in Community Release status with placement in a Group Home/Community Correctional Center for approximately 3 months prior to Parole Release Date. Placement will be dependent on available bed space.
2. Stipulation to Project FIRE by the Connecticut Board of Parole as a condition of parole supervision. Project FIRE re-entry services include: comprehensive treatment planning, substance abuse counseling, individual, group and family counseling, employment assistance, urinalysis monitoring, and social service referrals. Upon satisfactory completion of the Project FIRE Program, Project FIRE staff will make a recommendation through the Parole Officer to the Board of Parole for consideration of an early discharge from parole supervision when eligible.

Failure to maintain satisfactory participation in Community Release status may result in removal from Community Release status, and may void the Guaranteed Parole Release Date. After an inmate has been granted parole at the parole hearing date, the inmate must continue to maintain satisfactory institutional performance. Failure to maintain satisfactory institutional performance may result in a parole rescission.

Failure to comply with the required participation in Project FIRE may result in parole violation with possible subsequent parole revocation.

THE ABOVE DESCRIBED PROGRAM IS SUBJECT TO CHANGE IN ALL OR ANY PART AT THE DISCRETION OF THE DEPARTMENT OF CORRECTION.

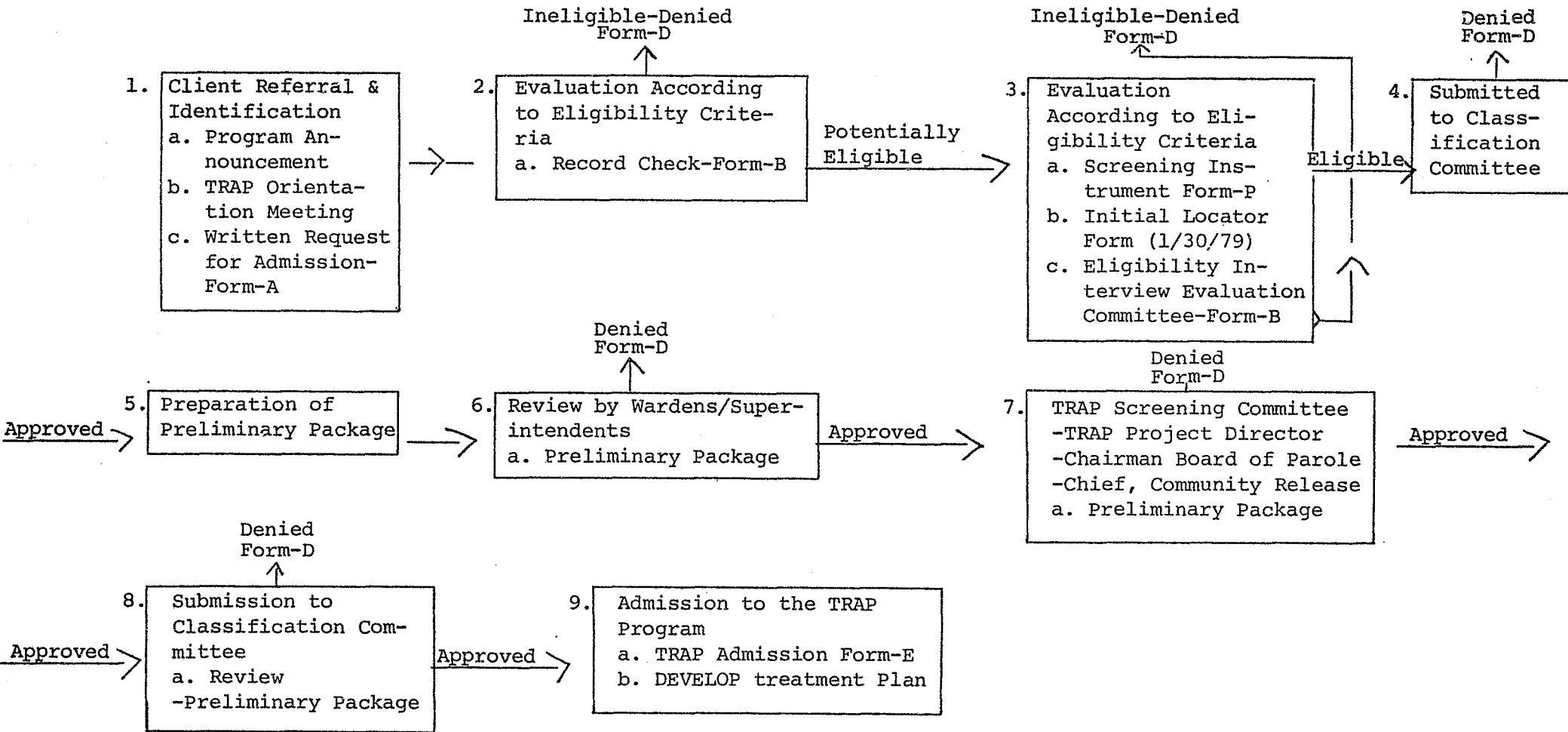
APPENDIX D

CONNECTICUT TRAP SCREENING/INTAKE PROCESS



FIGURE 4

CONNECTICUT TRAP SCREENING/INTAKE FLOW PROCESS



Please note that with those persons denied at Steps 2-6, normal correctional appeal procedures will be utilized.