

MUTUAL AGREEMENT PROGRAM

State of Wisconsin

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EXEMPLARY PROJECT VALIDATION REPORT

Project Candidate:

MUTUAL AGREEMENT PROGRAM

State of Wisconsin

Submitted to:

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1.0 Introduction

More than ten years ago the U.S. Department of Labor began funding inmate training programs to improve employment prospects for inmates upon their release. Evaluations of these programs repeatedly documented the lack of communication and coordination between correctional and parole authorities. Although training was being provided, training cycles were rarely coordinated with inmate release dates, and parole boards were seldom considering such training in their release decisions. It was obvious that some formalized coordination was essential to the success of such rehabilitation programs.

In response to these and related problems the U.S. Department of Labor contracted with the American Correctional Association (ACA) to undertake a Parole-Corrections Project. As part of this project a National Workshop for Correctional and Parole Administrators was held in New Orleans in early 1972. During this workshop guidelines for the Mutual Agreement Program (MAP) were discussed and refined by the participants. The program that evolved called for the involvement of the inmate, Parole Board, Probation and Parole Agent, institution, State Employment Service and community correctional groups in parole preparation and the parole release decision. The program had the following key features:

- an assessment of the strengths and weaknesses of the inmate followed by the design of an individualized rehabilitative program to prepare the inmate for a successful community adjustment following release on parole;
- the definition of specific objectives in the areas of education, vocational training, discipline, and treatment;
- the development of a plan by the inmate with the assistance of a MAP coordinator;
- plan negotiations involving the inmate, the coordinator, the institutional staff, and parole authorities;
- the execution of a legally binding contract following the agreement of all parties.

Under the terms of the contract the inmate agrees to certain behavior, and the improvement of vocational and educational skills. The correctional institution provides the programs, the coordinator monitors the adherence of all parties to the terms of the contract; and the parole board agrees to parole the inmate on a specific date contingent upon the successful completion of the negotiated plan.

The contract and the procedures surrounding it are seen as a means of involving the inmate in all activities and decisions related to his parole and giving him much of the responsibility for being paroled on schedule.

The first MAP contract in Wisconsin was signed on October 5, 1972 and its first parole release under the program occurred on January 17, 1973. Since then it has been expanded in Wisconsin and has been adopted by at least nine other states.

Much of the information presented in this report was collected during a three day visit to Wisconsin by two representatives of Abt Associates. During the visit Abt's representatives met with and interviewed several members of the MAP staff and a representative of the evaluation contractor. Various aspects of the program's operations were observed at the Wisconsin State Prison in Waupun--including several MAP contract negotiation sessions. Operating statistics were collected at the prison and at the Division of Corrections central offices in Madison. Statistics (soon to be published) were also obtained from the ACA on the Wisconsin-MAP experiences of 1972-1973. Additional information was obtained from various documents prepared by the Division of Corrections, and from publications of the ACA's Parole Corrections Project.

1.1 Program Development

The development of MAP in Wisconsin has had three major phases:

- pre-implementation activities including planning, organizing and staffing;
- operation of MAP on a pilot basis in the Wisconsin Correctional Institution (WCI) at Fox Lake;

- adaptation of the pilot MAP for introduction in all adult institutions; and, integration, operation, monitoring and evaluation of MAP across the state.

Each of these phases is discussed briefly below.

The first phase of MAP covered approximately ten months. In late 1971 Wisconsin began to consider a contract type parole release program. When the National Workshop of Corrections and Parole Administrators was held in February 1972, high level representatives of Wisconsin's corrections and parole agencies participated. Following the conference, Wisconsin indicated a strong interest in participating in the MAP pilot effort of the ACA's Parole-Corrections Project. During April 1972, ACA project staff, national correctional professionals and key Wisconsin Corrections staff held brainstorming sessions. They decided to locate the pilot project at WCI, Fox Lake. During May, planning and negotiations continued for implementation of MAP into the corrections system. By July the program model was designed and the research plan formulated; key organization and staffing decisions were made and basic administrative and financial responsibilities were defined. In August the MAP coordinator was hired and a Steering Committee was formed with representatives from the Division of Corrections, Planning, Development and Research, and Probation and Parole. Also, an initial meeting on the employment aspects of MAP was held with representatives of the Wisconsin State Employment Service System (WSES).

The second phase of MAP development began in September 1972 when 200 residents of WCI-Fox Lake were selected for inclusion in the pilot study. This group was divided between 150 experimentals and 50 controls. The first MAP contract was signed on October 5, 1972 and within six months all of the experimentals had either signed contracts (87) or dropped out before signing (63). The first parole release under the program occurred on January 7, 1973. During the next seven months parole releases were granted to a total of 68 of the 87 inmates who signed MAP contracts.* During the twelve month second phase, the Employment Service finalized its service delivery plans through the development of an Intensive Employment Placement (IEP) Program. The primary goal

* The distribution of the 150 experimentals by their MAP contract completion status is presented in the Appendix.

of the IEP component was to obtain satisfactory employment commitments for every MAP participant by the time he went on parole. To achieve this goal IEP called for aggressively involving WSES and community corrections resources in obtaining job interviews, doing job development, and teaching job seeking skills--and to accomplish all of this by the time the inmate was eligible for parole. Other second phase activities included many community contacts with public and privately funded organizations serving inmates and ex-inmates across the state, and a survey of community based programs which served WCI. By September 1973 all the inmates who had completed their MAP contracts had been released. From that time until Wisconsin's pilot project was completed on February 28, 1974, data collection and analysis activities continued and plans were made to extend MAP throughout the state's adult correctional institutions.

The third phase of Wisconsin MAP began officially on March 19, 1974 when the Wisconsin Council on Criminal Justice (WCCJ) awarded a one year grant for \$308,767 (with 75% of this amount coming from Federal funds) to the state's Department of Health and Social Services--Division of Corrections to "implement an institution wide contract parole system." In early July 1975 WCCJ is expected to award another one year grant to continue the department's state-wide implementation of the program. The total amount of this grant is expected to be \$482,127, with 80% of this amount coming from Federal funds. The starting date for this grant is expected to be August 1, 1975. It is also expected that this grant will be conditioned on the Division of Corrections' resolving several basic MAP-related issues that have been identified during the past year. These issues have been raised by WCCJ and include the following:

- What is MAP's primary objective? Is MAP going to be a service delivery system or a management information system?
- What actions will be taken to streamline the MAP decision-making process which is considered to be too complicated and cumbersome?
- What is MAP's selection criterion going to be with respect to mandatory release dates? Is MAP going to be restricted to inmates whose mandatory release date is less than two years away? If not, when will it be raised and to what?

- What will be done and when to change the Work and Conduct Sections of MAP contracts, which currently are non-negotiable for all practical purposes?

The Division expects to resolve these issues by the deadline of September 23, 1975, requesting a final grant for a third year of funding to carry the program through late 1977. Thereafter the Division of Corrections expects that all the costs of the program will be borne by the state.

1.2 Program Organization

In considering the organizational aspects of MAP, it is convenient to distinguish between central and field operations. Central operations are run from the Division of Corrections' offices in Madison's State Office Building. The organizational structure within which key MAP personnel and associated staff operate at this level is shown graphically on the following page.

MAP field operations occur primarily at four sites:

- Wisconsin State Prison (WSP)
- Wisconsin Correctional Institution (WCI)
- Wisconsin State Reformatory (WSR)
- Wisconsin Home for Women (WHW)

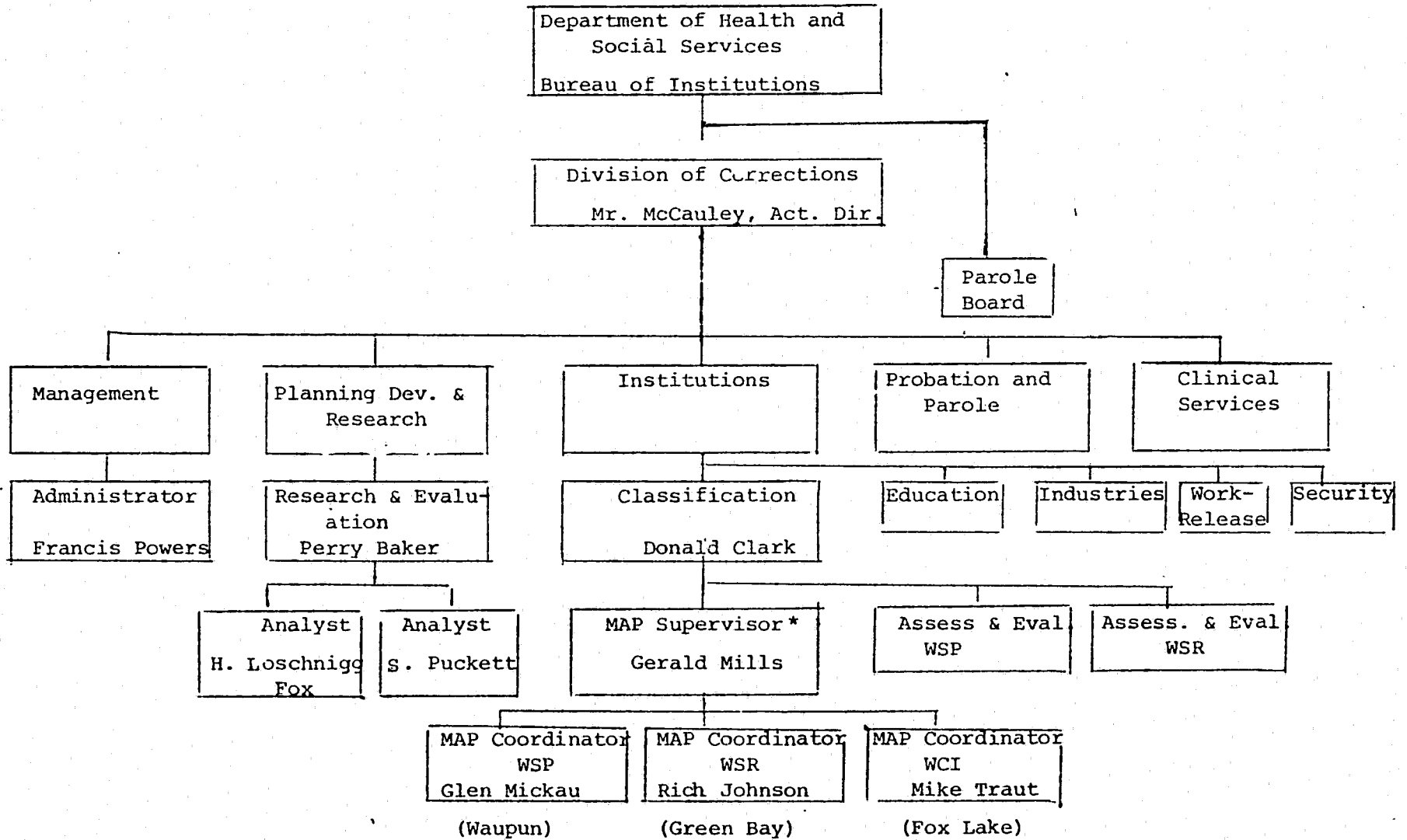
Over 80% of all adult offenders are confined in these four sites. The remaining offenders are located at various juvenile facilities and work camps. MAP services are provided to inmates at all institutions by the Bureau of Management of the Division of Corrections.

The organizational structure within which key MAP personnel and associated staff operate in the field is essentially the same at all three sites. The position of MAP within the Department of Health and Social Services and the relationship of the MAP coordinator to other correctional and social service agencies is depicted in the following two charts.



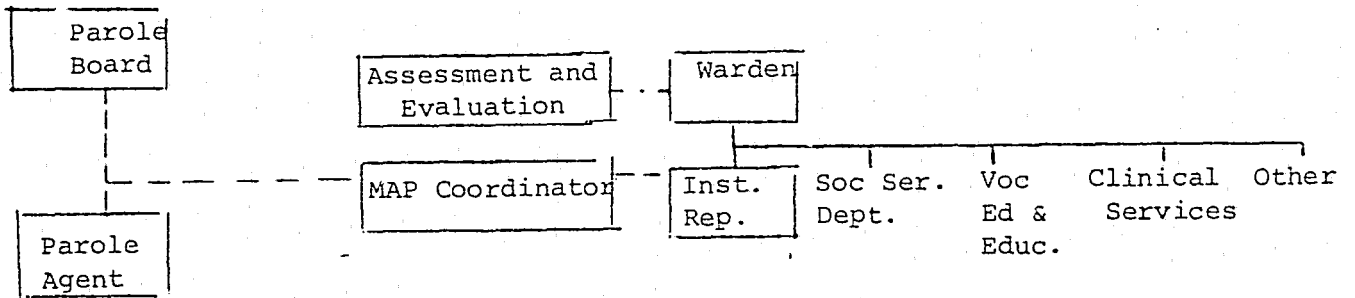
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Key Offices and Staff in MAP Central Operations



* The MAP Supervisor also fills the role of MAP Coordinator at those facilities (e.g. Women's Home, work camps, etc.) where full-time coordinators have not been assigned.

** High level changes are expected to be made in this organizational structure in the coming months. They are awaiting final approval of the State's budget which has been submitted to the legislature by the governor.



Key Offices in MAP Operations at
a Typical Site

1.3 Program Operations

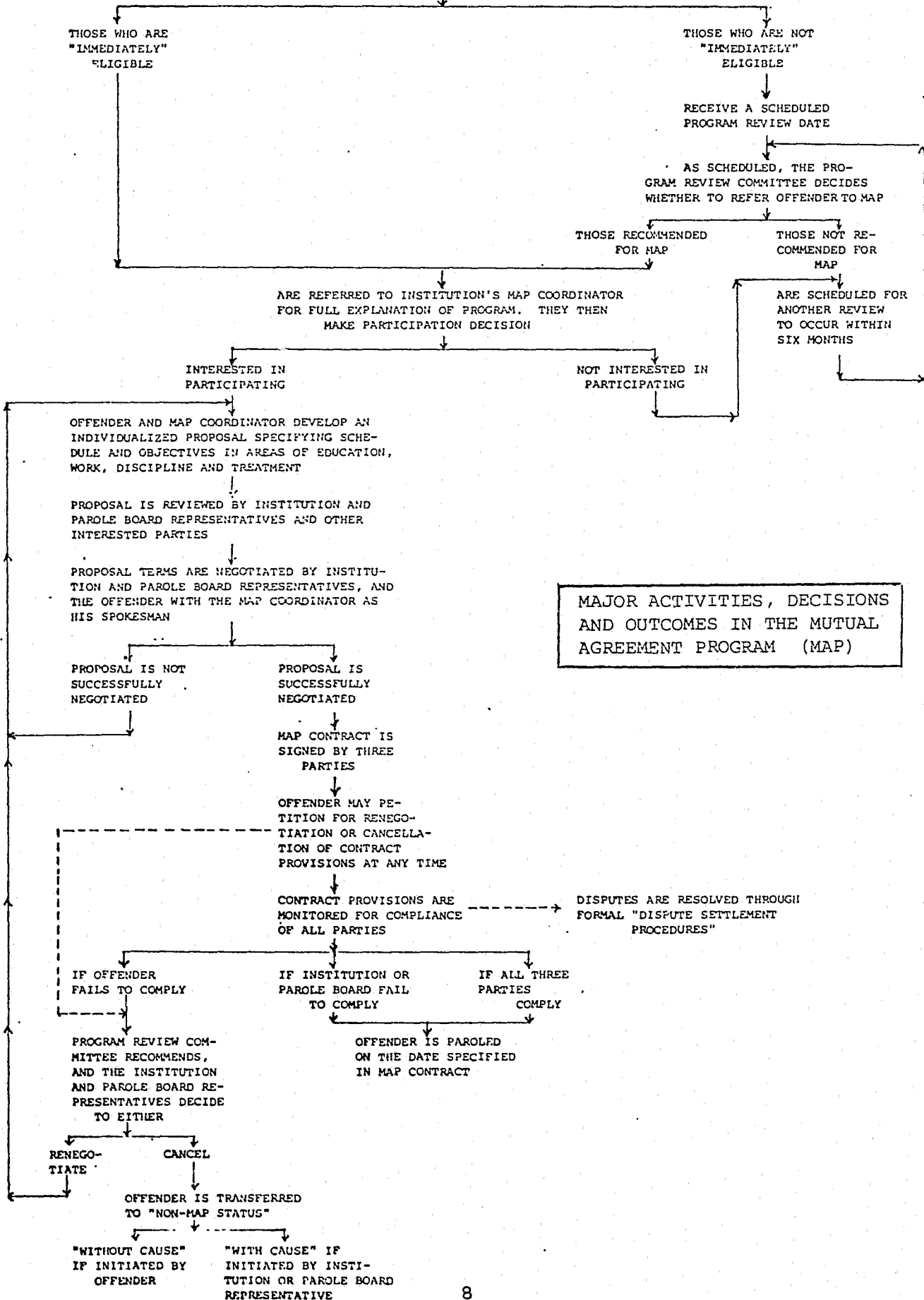
There are nine major elements of MAP:

1. Initial Eligibility Screening
2. Program Review
3. Proposal Preparation
4. Contract Negotiation
5. Contract Monitoring for Compliance
6. Contract Renegotiation
7. Contract Cancellations
8. Settlement of Disputes
9. Contract Completions

The activities, decisions and outcomes associated with these elements are summarized in flowchart form on the following page and described in detail below.*

* This description is contained in a paper dated September 18, 1974 entitled, "Wisconsin Mutual Agreement Program Procedures," written by Donald E. Clark, Classification Chief in the Division of Corrections, under whose direction MAP is currently operating.

OFFENDERS ENTERING THE WISCONSIN STATE PRISON SYSTEM ARE ASSIGNED TO AN ASSESSMENT AND EVALUATION CENTER FOR 30 DAYS. DURING THIS TIME A DETERMINATION IS MADE ON THEIR IMMEDIATE ELIGIBILITY FOR MAP



Initial Eligibility Screening (MAP Selection During A & E)

"All persons received in the Wisconsin State Prison system are assigned to an Assessment and Evaluation Center (WSR, WSP, WHW) for a period of 30 days. The purpose of the A & E program is to test and evaluate clients coming into the system for the purpose of developing with them the best possible program sequence to be followed during the course of their stay. Part of the A & E program content is a series of orientation sessions designed to make the residents aware of what programs are available to them in the areas of education, treatment and work in facilities throughout the system. This, therefore, is also the logical time to acquaint them with the MAP program and to begin assessing their potential as future candidates. Whether or not the individual resident is thought by the A & E staff to have potential for immediate MAP eligibility, program development will attempt to take into consideration program time elements so that eventual inclusion into MAP programming will be facilitated. A decision regarding whether or not the client is immediately MAP eligible will be made with the client at A & E staffing. Since the Assessment & Evaluation report information is available to all members of the staffing committee (including the Parole Board member) in advance of the meeting, it will afford the opportunity of reviewing the individual's potential in terms of sentencing information, training potential, availability of specific programs, client interests, needs and motivation. When a decision is reached that the resident should be considered for immediate inclusion into the MAP program, this recommendation is immediately forwarded to the MAP Coordinator who will personally contact the client within 5 working days of receipt of the notice. Those persons who are determined to be ineligible for immediate inclusion in the MAP process will be given a scheduled Program Review date and will eventually reach the MAP negotiation stage through this process."

Program Review

"The Program Review process was established at the Reformatory, Prison and Fox Lake to replace the old reclassification committee system and is organized to provide the potential for continuous monitoring of residents program involvement from initial A & E staffing through release. An improved classification reporting system has been a recognized need for some time with the purpose of determining program effectiveness, but the introduction of the MAP program presented an immediate need for tracking

individual program progress. Program involvement is construed to mean individual school, job and treatment assignments as well as security ratings, transfer recommendations and review of work and study release applicants. A basic difference between the Program Review Committee and the old system is that recall dates are established in all instances not to exceed six months and that no program change will take place without being recommended by the committee. The key functionaries of the system, outside of the committee, are the institution Social Worker and the Program Review Coordinator. These individuals will review all referrals from any source and will have the authority to make classification decisions when it does not affect program change without referral to the committee. However, any major program change, including MAP involvement, must be presented to the committee for review. The Program Review Committee, therefore, will be the sole referral source to MAP for those residents who did not become involved immediately after A & E or who may have been in the population prior to implementation of the MAP program. When the committee recommends consideration of a client for the MAP program a copy of the Program Review report is forwarded to the MAP Coordinator who will personally contact the resident within 5 days of receipt of this report. The MAP Coordinator will then prepare a contract proposal and proceed to schedule negotiation of the contract. Should the resident fail to negotiate a contract for any reason the case will then be referred back to the Program Review Committee for reassignment through the regular classification procedure."

Proposal Preparation

"Recommendations of MAP eligible clients will be received in the MAP Coordinator's Office on a weekly basis from "the A & E Centers and the Program Review Committees". The MAP Coordinator will personally contact the client within 5 working days of receipt of the referral for the purpose of helping the client formalize the proposal for presentation to the Parole Board and Institution Representative in a contract negotiation session. The proposal will contain specific contract objectives in the areas of education, work, discipline and treatment. The document will also include the time elements necessary for fulfillment of all the program objectives and result in a specific release date as a primary reward for successful completion. Copies of the formal proposal will be forwarded to the Parole Board and Institution Representative along with a scheduled negotiation date 10 days from the date of the mailing. The 10 day period

prior to negotiations will allow time for all parties to look over the proposal and evaluate its content. It will provide enough time to familiarize the Parole Board and institution with whatever information they feel is necessary regarding the resident's case history. The Institution Representative will also have to ascertain whether or not the specific program elements will be available at the time projected for beginning of each objective as specified in the proposal."

"Notification to the sentencing judge and District Attorney must take place simultaneously to fulfill the statutory requirement for those residents who have not had an initial parole hearing. Copies of the proposal will be forwarded to such Division staff as the Classification Chief or Work-Study Release Chief for review if it includes objectives such as transfer to another facility or work release recommendations which require advance approval. If the proposal meets all of the above requirements, or can be altered to meet them, and no new legal information is received that would change his status, the resident will arrive at a contract negotiation session within the scheduled time period."

Contract Negotiation

"Chief participants in the actual negotiating session will be the contract signators--the resident, Parole Board members and Institution Representative. The MAP Coordinator will also attend to act as a spokesman for the resident, a reference person for all parties and a formal witness to the negotiations. Should questions regarding provisions of the contract arise that require clarification it will be the MAP Coordinator's function to obtain the necessary information and to reschedule the negotiation session if this becomes necessary. If negotiations progress satisfactorily and a contract can be signed, the MAP Coordinator will have the document typed in final form and witness its signing. He will then forward the contract to the Office of the Secretary of the Department of Health and Social Services for review and signature. This approval is necessary as the Secretary must, by statute, approve all parole releases which will be a provision of each contract. The contract will be considered to be in effect, and legally binding on all parties, on the date the Secretary's signature is affixed. While parties to the negotiation will receive periodic progress reports, they will not meet during the life of the contract unless it becomes necessary to either renegotiate or cancel the original agreement."

Contract Monitoring for Compliance (MAP Reporting System)

"The Program Review process was designated as the sole referral source into the MAP program after A & E and it serves a similar function as far as monitoring of the MAP contract is concerned. Since it provides a time-span reporting system with each individual being scheduled every 6 months, it was felt that the only monitoring of individual progress necessary for MAP clients would be in the form of an "exception" reporting system. This would allow for the review of a contract at the time when a problem arises rather than waiting until the next scheduled Program Review hearing, and should adequately meet the demand for immediate solutions to problems presented by both MAP and non-MAP clients. When the problem occurs a report will be submitted by the staff member involved (e.g., teacher, shop instructor, work supervisor, therapist) to the Institution Representative who will bring it to the attention of the resident's Social Worker. The Social Worker will then attempt to determine the basis of the problem and resolve it if possible. However, should the difficulty not be resolved, or be of such a nature that it would affect the conditions of the contract, the Social Worker will then document his findings and refer the matter to the Program Review Committee. A review of the case by the committee will result in a report of their findings along with recommendations for solution and a referral to the MAP Coordinator. The MAP Coordinator will then prepare the case for return and review by the original signators for either renegotiation or cancellation."

Contract Renegotiations

"The resident may petition for renegotiation of provisions of his contract at any point. He would logically discuss dissatisfactions with his Social Worker or the MAP Coordinator to resolve whatever might be handled outside of an actual renegotiation session. Should renegotiation become necessary the case would then be referred to the Program Review Committee as it would constitute a major program change. The Committee will review the recommendations of the staff (e.g., instructors, Institution Representative, Social Worker and Program Review Coordinator) and make a formal recommendation to the MAP Coordinator. He and the resident would in turn rewrite the original proposal to incorporate the proposed changes and submit it to the other two signators along with a scheduled date for renegotiations. The parties to (and procedures for) renegotiation would be the same as those followed in the original negotiation."

"The previous section indicates that the resident can initiate renegotiation if he feels the necessity for review of provisions of his contract. He can also arrive at the renegotiation stage, if he fails to successfully comply with provisions of his contract. When problems are apparent a report regarding the difficulty will be submitted to the resident's Social Worker for review and immediate solution or referral to the Program Review Committee. Program Review will submit a report to the MAP Coordinator with one of two possible recommendations--renegotiation or cancellation. He will then review all findings and submit all reports to the other contract parties for study. A scheduled review date will be established if the Parole Board and Institution Representative decide that renegotiation is desirable. However, if those two signators decide that the contract violations are too serious to allow continuation they will notify the MAP Coordinator of their decision to cancel. He will then notify the resident and all interested staff of this decision in writing. Receipt of a cancellation notice by the Social Worker and Program Review Committee will mean that the resident is being returned to "non-MAP status" and must be scheduled for development of a new program."

Cancellation

"A resident's right to cancel his contract holds true for cancellation as it did for renegotiation. The difference being that he can cancel at any time "without cause" and thereafter revert to "non-MAP status" without prejudice. He does however have the responsibility of successfully complying with the provisions of his contract or facing the prospect of cancellation because of his failure. Cancellation procedure has been outlined in the previous section on Renegotiation."

Settlement of Disputes

"All questions, issues, or disputes arising out of the performance of the contract, including any determination regarding the completion of any agreement program or service objective, shall be decided through the following fact-finding procedure:

- A. Any party except the Secretary may submit in writing to the MAP Supervisor a statement of the question, issue, or dispute to be resolved. Within ten (10) days thereafter, the MAP Supervisor shall make a

written decision setting forth the facts as found, the decision he has reached, and the reasons for such decision. The MAP Supervisor may extend the ten-day period to all parties to the dispute stating good cause for such extension. Prior to making any decision, the MAP Supervisor shall consult with the resident and any other person having factual information regarding such question, issue, or dispute. The MAP Supervisor may, in his discretion, mediate and consult jointly with all knowledgeable or interested parties in an effort to resolve the question, issue or dispute.

- B. The decision of the MAP Supervisor may be appealed to the Secretary within five (5) days after the rendering of that decision. The Secretary, within fifteen (15) days after receipt of an appeal, shall make a final, written determination of the question, issue, or dispute. The written decision of the Secretary shall be final and binding on all parties as to the facts, except as it may otherwise be judicially reviewable in the Circuit Court for Dane County as being arbitrary and capricious."

2.0 Selection Criteria

In this section Wisconsin's Mutual Agreement Program is considered in terms of the five exemplary project selection criteria.

2.1 Goal Achievement

In its initial funding request to WCCJ, Wisconsin's Division of Corrections stated that the specific objectives of MAP include but are not limited to the three major areas specified below.

1. Decrease the average length of stay in correctional institutions. The baseline for comparison was specified as the average length of stay of releases from adult institutions in 1973. The annual goals for reductions from baseline for comparable MAP participants were set at:

2% for 1974
7% for 1975
12% for 1976.

Included in this area were subgoals related to:

- decreasing the delay between completion of rehabilitation program and return to the community;
- increasing MAP participation and completion rates;
- establishing release dates early in the correctional process.

2. Improve the availability and utilization of rehabilitation programs by:

- increasing the involvement of correctional staff in planning and implementing individualized rehabilitation programs;

- monitoring involvement in, completion of, and effectiveness of MAP agreements.

3. Decrease incidence of return. The baseline for comparison was specified as offenders whose first release occurred in 1972, with recidivism rates calculated from 12-month follow-up data. The annual goals for changes from baseline recidivism rates for comparable MAP participants were set at:

- 5 percentage points lower for those followed-up in 1975 (i.e., paroled in 1974);
- 10 percentage points for those followed-up in 1976 (i.e., paroled in 1975).

Included in this area were subgoals related to:

- increasing and improving inter-agency and community cooperation and coordination with the Division of Corrections
- increasing and improving employment opportunities provided by the Wisconsin State Employment Service
- establishing formal channels for communication and coordination among offender, institution and parole authorities
- increasing offender participation in developing individualized rehabilitation programs.

To date no analyses have been performed to determine the degree to which these (sub)goals were achieved in 1974.

Under the terms of its first year grant to MAP, the Wisconsin Council on Criminal Justice (WCCJ) included a special provision covering "an outside evaluation of the program." This evaluation of MAP was combined with an evaluation of a related correction's program, Wisconsin's Training and Placement Program. A \$24,050 contract was awarded by WCCJ to John Howard Associates to evaluate

these programs. The distribution of funds and emphasis between these two evaluations cannot be specified. However, it seems likely that 50-75% of the total effort was devoted to MAP. This MAP evaluation concentrated on "the appropriateness of management and administrative structures" supporting MAP. In the words of a WCCJ official it is "basically finished" and provides "only a peek at the management side of MAP."* It has not collected (nor addressed the question of) the kinds of data needed to determine if MAP has achieved the goals enumerated above.

However, there is another MAP evaluation activity which may address these questions. The Bureau of Planning, Development and Research (PD&R) within the Division of Corrections has been funded by WCCJ's MAP grant to perform ongoing monitoring, evaluation and research activity. Funds have been provided for a research analyst, management information specialist, statistical clerk and computer support. Because of delays in hiring staff, and developing the evaluation design and the supporting information system, this activity has had a slow start-up. At the time of the validation visit it appeared that a substantial amount of work remained to be done on both the evaluation design and the information system.

The primary cause of the delay may be the level of sophistication which PD&R is attempting to achieve in its evaluation design and its information system. In addition to concentrating on the basic evaluation issues as defined by the objectives of MAP and using the Department of Corrections' existing information system, PD&R is planning to undertake analyses which require the collection of large amounts of additional data, through the implementation of a separate and more detailed information system.

* A memo summarizing the findings and conclusions of the John Howard Associates' evaluation will be prepared when the contract's final report has been issued.

As a result, though the institution-wide version of MAP has been operational since October of 1974, its information system is still under development.

A third source of evaluative data will be available in the immediate future, however, these data describe the outcomes of the pilot project, not the institution-wide version of Wisconsin MAP.* Although a considerable amount of data has been collected from the pilot project, Wisconsin's correctional officials are reluctant to base their Exemplary Project application on the results of that project. It is the opinion of these officials, and others who are familiar with Wisconsin's MAP that the pilot project and the institution-wide version are sufficiently different that the hard data collected from the pilot project should not be used to support the institution-wide effort.

There are several reasons for holding this view. The pilot program operated in somewhat of a laboratory environment. Its participants were a rather select group--all were inmates at the Fox Lake Correctional Institution, a medium security facility which historically has been more receptive than other facilities in the system to undertaking such experimental projects. Now, there is far greater heterogeneity among the inmates and institutions involved in MAP, and attendant coordination and logistical problems associated with satisfying the individualized requirements of each MAP contract.

* A memo summarizing the findings and recommendations of the pilot project will be prepared as soon as the necessary reports are published, which is expected to be mid-August 1975.

The time constraints imposed on the pilot study have caused another major difference between it and the institution-wide version of MAP. Because the study had to be completed in a relatively short time, the duration of the MAP contracts was quite limited--no contract could exceed one year and many were limited to a few months. Now contracts extend up to two years and, as previously noted, there is some pressure to raise or eliminate this constraint.

There are major differences too in the systems and procedures developed to monitor, control and coordinate MAP operations. The systems and procedures developed for pilot operations were manually oriented and involved a high level of interaction between the project's staff and the participants--which was appropriate in view of the pilot nature of the project and the low inmate to staff ratios. More difficult to specify but no less important have been the subtle and gradual changes in attitudes, perceptions and motivations of the institutional and parole board officials and the inmates themselves. These changes began with the start of th pilot project and have continued ever since.

Clearly, in applying for Exemplary Project status, officials of Wisconsin's Mutual Agreement Program were faced with a dilemma. The state's Bureau of Corrections led the nation in developing the basic concepts of MAP and in putting them into operation. Working with representatives of the American Correctional Association and supported by the U.S. Department of Labor, Wisconsin's correctional officials began operating MAP as a pilot project almost three years ago. Based on the experience gained in the pilot project, they have refined MAP's concepts and systems. For the past eighteen months they have been adapting and implementing the revised program in all the adult institutions of the state. More so than any other state, Wisconsin has been the pioneer of MAP. While the evidence needed to demonstrate MAP's effectiveness does not exist, project personnel believe that it represents a major improvement in the parole decision-making process, that the program will improve its clients' chances for post-release success and that Wisconsin, as the country's leading proponent of the program, should be accorded recognition if the MAP concept is to be considered under the Exemplary Projects Program.

Standards and Goals

When considering goal achievement, it is also appropriate to compare MAP with the standards and goals proposed in 1973 by the National Advisory Commission on Criminal Justice Standards and Goals. There are several standards that are applicable to MAP because it influences several aspects of the correctional system. The most directly relevant sections of these standards are considered below.

Standard 6.1 Comprehensive Classification Systems

Standard calls for:	MAP provides:
Maximum involvement of the individual in determining the nature and direction of his own goals, and mechanisms for appealing administrative decisions affecting him.	Prompt access to the MAP Coordinator and assistance in developing a MAP proposal for offenders found "immediately eligible" during Assessment and Evaluation; regular (6-month) reviews of all offenders not immediately eligible; and, formal settlement provisions for disputes related to compliance with MAP contract terms.

Standard 11.3 Social Environment of Institutions

Standard calls for:	MAP provides:
Creating an institutional social setting that will stimulate offenders to change their behavior and to participate on their own initiative in programs intended to assist them in reintegrating into the community.	The offender an opportunity to develop his own rehabilitation program, to obtain earlier release, and to have a MAP Coordinator as his spokesman.

Standard 11.4 Education and Vocational Training

Standard calls for:

MAP provides:

Providing educational and vocational training programs that can be adapted to satisfy individual needs.

A rehabilitative program designed to satisfy individual needs including education and vocational training.

Standard 12.3 The Parole Grant Hearing

Standard calls for:

MAP provides:

Parole hearings that permit adequate personal participation by the offender; guidelines to insure proper, fair, and thorough consideration of every case; prompt decisions and personal notification; and maintenance of accurate records of proceedings.

A contract which is legally binding on the offender, institution and parole board. It sets a definite release date, and specifies the goals which the offender must achieve to be released, and the resources to be provided by the institution to permit the offender to achieve his goals.

In summary, MAP satisfies many of the applicable standards of the National Commission.

2.2 Replicability

The MAP concept clearly addresses a problem of common concern to both correctional administrators and inmates. The uncertainty traditionally associated with the parole release decision (particularly in states following indeterminate sentencing practices), may adversely affect institutional administration and rehabilitative planning as well as the motivation and attitudes of the inmate populace.

As the National Commission has noted:

With 99% of institutionalized offenders returning to the community, the question for legislators and paroling authorities is not whether a person will be released but when and under what conditions.

Perhaps the only precondition to the replication of MAP in other jurisdictions is a recognition of the need for, and a willingness to introduce, changes in the existing system. This recognition and willingness must exist in all the major constituencies affected by MAP.

First, officials within that system must be committed to making what may be basic changes in their current operational policies and practices. Institutional officials must be willing and able to provide individualized rehabilitation programs and support services, and to specify individualized performance standards which would justify the offender's parole. Most importantly, the parole board members must be prepared to relinquish the autonomy and discretion they have historically exercised in the parole decision-making process. They must be willing to work with institutional representatives and individual offenders to develop rehabilitation programs and performance standards. They must be prepared to bind themselves contractually to granting parole on a specified date provided the offender complies with all of his contract obligations. Moreover, they must be prepared to parole the offender even when he has not complied with the terms of his contract--if his failure can be traced to the institution's failure to provide the services called for under its contract. Finally, the correctional institutions and especially the parole boards must recognize that MAP requires a commitment of staff and financial resources far beyond what has traditionally been devoted to rehabilitation and parole activities.

The second major constituency affected by MAP is the inmate population. The success of the program is critically dependent on their willingness to participate in it. They must at least recognize it as a potential improvement over the existing parole decision-making process. They must be prepared to work with MAP coordinators and other institutional staff to develop their own individualized rehabilitative programs; to negotiate their proposed programs; to take responsibility for, and commit themselves to, complying with the terms of their MAP contracts in order to be paroled on a specified date which may be years away.

Many states are already operating some form of Mutual Agreement Programming in at least some parts of their correctional systems. They include: Georgia, Florida, Iowa, Maine, Michigan, Minnesota, New York, North Carolina and Washington, D.C. Other states are now discussing and/or developing programs for their systems. They

include: Delaware, Hawaii, Illinois, New Jersey, South Carolina and Tennessee. (Arizona and California participated in the MAP pilot program but did not continue them beyond the pilot phase.) With the growing awareness of the many problems inherent in the existing system, many states are likely to accept the principles of MAP. However, they may find great difficulty in living with its long-term, day-to-day practical implications including the additional staff and financial resources required, the shared responsibility in the parole decision-making process, and the contractual commitments required.

The following documentation is available to provide an understanding of the Mutual Agreement Program in general, and Wisconsin's MAP in particular:

- Three resource documents prepared by the Parole-Corrections Project of the American Correctional Association.
 1. Proceedings: The National Workshop of Corrections and Parole Administration, February 1972
 2. Proceedings: Second National Workshop of Corrections and Parole Administration, March 1974
 3. The Mutual Agreement Program which has an extensive Bibliography of related publications
- Various memoranda and reports prepared by Wisconsin's MAP staff, covering detailed operational aspects of the program;
- Other MAP-related publications including the evaluation conducted by John Howard Associates, the ongoing MAP evaluation being performed by PD&R, and the ACA's evaluation report on Wisconsin's MAP pilot program.

From these source materials other states interested in considering MAP should obtain an abundance of valuable background information.

2.3 Measurability

The effectiveness of MAP in achieving its objectives is certainly measurable in principle. As previously discussed (See Section 2.1) many of MAP's goals and subgoals are readily susceptible to quantitative analysis. However, the data items needed to perform these analyses have yet to be collected. The correctional system's traditional information system would normally be able to provide the data needed to answer the basic analytical questions. However, the Division of Corrections intends to perform far more comprehensive and in-depth analyses than are required to answer the basic analytical questions. To obtain the data needed for these analyses, a new information system is being developed. The question of when this new system will be operational and able to provide complete and reliable data, has yet to be answered.

2.4 Efficiency

Sufficient information is not available to permit a detailed analysis of the efficiency of rehabilitation/parole operations pre and post MAP. The most conclusive evidence that MAP is cost beneficial is that the Division of Corrections, with the agreement of higher state authorities, decided to expand the program state-wide based on the experience of the pilot project. That decision was not based on any hard data about the post-release success of the pilot project's participants. Rather, it was based on the broadly held impression that MAP promised enough improvement in the parole decision-making process to justify its institution-wide implementation. The fact that it promised to be an expensive program, or that the post-release success of its participants was unknown did not deter them from making this decision. It is likely to be several years before enough hard data on outcomes will be available to confirm the wisdom of this decision. In the meantime only cost data is available: \$308,767 for the first year of institution-wide operation and \$482,127 anticipated for the second year. Cost breakdowns are included in the Appendix.

2.5 Accessibility

Throughout its existence MAP has welcomed many visitors interested in learning about its concepts, organization and operation. Project officials intend to continue this policy and have indicated their willingness to cooperate to the fullest if they are selected.

MAP has become an integral part of Wisconsin's correctional system. There is ample reason to expect that it will continue to operate and cooperate with representatives of other correctional systems interested in developing similar programs.

3.0 Summary of Project Strengths and Weaknesses

Major Strengths

- The program recognizes that three major parties (parole board, institution and inmate) are logically and inextricably involved in the rehabilitation/parole process and requires the commitment and participation of all three parties in achieving the objectives of that process;
- The program defines explicit, detailed and individualized requirements that must be satisfied by each party and imposes a legally binding contractual obligation on each party to satisfy its responsibilities under the contract;
- The contract establishes a specific parole release date many months in advance that the inmate, his family, friends and others can use in developing plans for his reintegration in the community;
- The program improves communication and coordination among the three parties thereby improving the delivery of rehabilitative services.

Major Weaknesses

- No hard evidence is available to demonstrate the program's impact on the average length of stay, the utilization of rehabilitative programs or the incidence of return;
- Related to the first point, it is not clear when the necessary information systems will be functioning sufficiently well to permit these assessments.

4.0 Conclusions

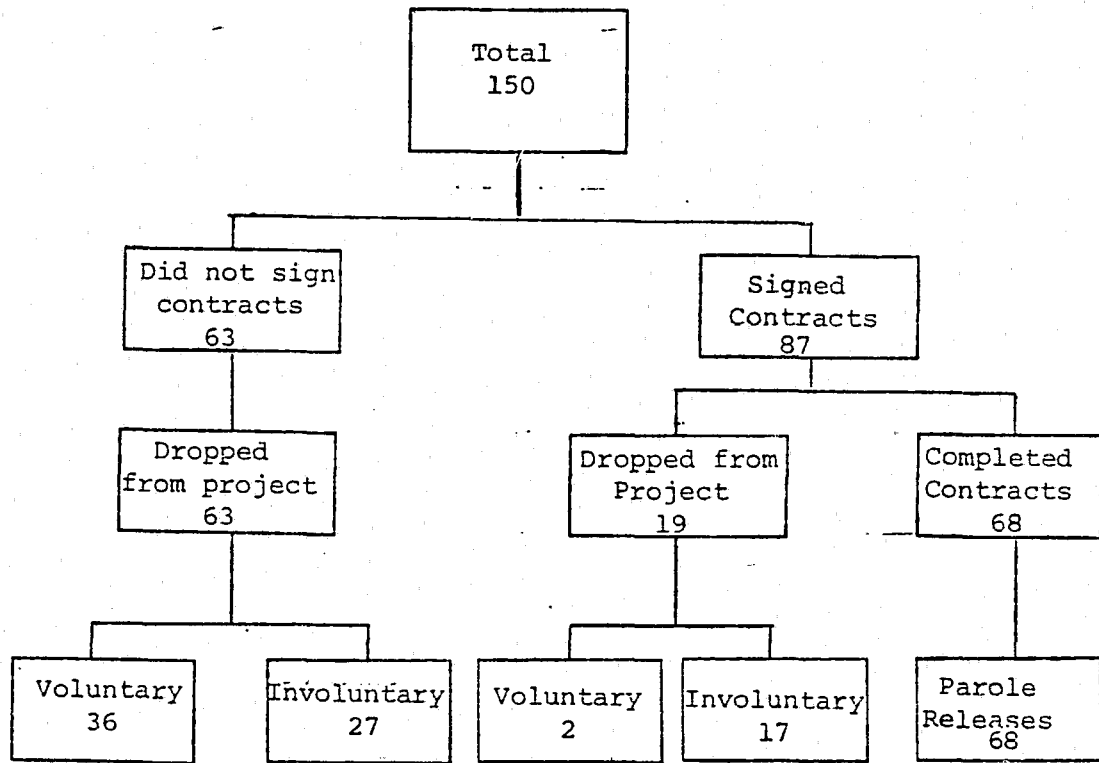
MAP represents a new approach to the parole decision-making process. It actively involves parole board, institution and inmate in establishing a rehabilitation program tailored to meet the needs of each inmate individually.

With the help of a MAP coordinator the inmate prepares his proposed rehabilitation program plan. Through the ensuing proposal negotiation and contracting process, the institution commits itself to providing specific services on a prescribed schedule, the inmate agrees to detailed performance standards, and the parole board specifies a date on which it will parole the inmate provided only that he complies with the terms of his contract. This is far different from the traditional process in which the parole board makes its decision autonomously, the institution has mixed motivations toward delivering appropriate rehabilitative services, and the inmate has little responsibility for his ultimate parole and substantial uncertainty about when it will occur. In terms of process alone--almost independent of post-release performance--MAP would be a promising alternative for many correctional systems.

APPENDICES

- Distribution of MAP Pilot Project Experimentals by Contract Completion Status
- Exemplary Project Application
- Mutual Agreement Programming Contract
- Budget Details
- Letters of Endorsement
- Bibliography

Distribution of MAP Pilot Project
Experimentals by Contract Completion Status



I. General Program Description

Mutual Agreement Program (MAP) includes resident participation with specially assigned staff assisting and working together in developing a realistic program which is negotiated with an institution representative and members of the parole board. The negotiated agreement becomes the basis for a contract legally binding on all parties. This agreement spells out the specific goals to be achieved by the resident, the program to be supplied by the institution and a definite parole release date contingent upon satisfactory program completion. Provision is made for renegotiation if completion becomes impossible or if problems develop prior to the release date.

1. Name of the program: Mutual Agreement Program
2. Type of program: Planned change in correctional program service delivery and parole decision making
3. Area or community served: State of Wisconsin, Wisconsin Correctional Institution, Fox Lake, Wisconsin
4. Approximate population of area or community served: Institution population, 430; total MAP group, 200; 150 experimentals; 50 controls¹
5. Administering agents: This was a cooperative effort between the Wisconsin Division of Corrections, Department of Health and Social Services, P.O. Box 669, State Office Building, 1 West Wilson Street, Madison, Wisconsin, and the American Correctional Association, Parole-Corrections-Project, located at 4321 Hartwick Road, Suite L212, College Park, Maryland, 20740.
6. Project director: Leon Leiberg, Director, Parole-Corrections-Project, American Correctional Association. The Wisconsin coordinator was Gerald L. Mills, P.O. Box 147, Wisconsin Correctional Institution, Fox Lake, Wisconsin, 53933.

¹Eligibility criteria: Sentence 15 years or less; no detainees; not sentenced under the sex deviate laws; must be eligible for parole between 2/1/73 and 8/31/73

- 7. Funding agency and grant number: The funding agency for this pilot research project was the Office of Research and Development, Manpower Administration, U.S. Department of Labor under grant No. 82247237.
- 8. Project duration: September, 1972 through February, 1974. Actual work on the project began in February, 1972. Research analysis and results will be available in September, 1974.
- 9. Project operating costs: Actual expenditures and breakdown of total operating costs are for Wisconsin only.

Time period: February, 1972 - continue through the present time.

Federal expenditures: From the project fund were \$32,500. This encompassed the project coordinator's wages, benefits and travel expenses for a period of 18 months, September, 1972 through February, 1974.

State expenditures: These amounts are approximate:

Secretarial help	\$ 9,000
Assistant Coordinator	18,000
Materials, supplies & telephone	3,000
Total	<u>\$62,500</u>

- a. Start-up; one time expenditures: Initial meetings to determine operating model; these were meetings composed of administrators, supervisors and consultants, \$15,000; forms, questionnaires, research design, \$1,500; legal advice regarding contract-for-parole; 8 hours at \$25.00 per hour - \$200; time spent training staff and inmates in regard to the program - \$600; steering committee and administration - 200 hours at \$15.00 per hour -

\$3,000. *Total = \$20,300*

- b. Annual operating costs: Unknown

*10 mos = 42,000
12 mos = 28,500.00*

- 10., Evaluation costs: estimated at \$20,000

April 30, 1974

11. Continuation: On March 13, 1974, the Wisconsin Division of Corrections, Department of Health and Social Services presented a funding request to the Wisconsin Council for Criminal Justice which is the local LEAA funding group. The request was approved and on April 1, 1974 a three year project was funded one year at a time and went into operation. Following that three year period the state has indicated a desire to continue funding on their biennial legislative budget which will be composed of general purpose revenue or tax supported revenue.

II. Attachment

Attachment A - Program Review Memorandum

1. Project summary: Addendum #1 (Wisconsin MAP)
2. Criteria achievement: Please review the attached funding request which was approved.
3. Outstanding features: Offender, parole board, parole officer and institution staff negotiate a legally binding contract for program involvement and a release date. That release date contingent upon satisfactorily completing all objectives in the agreement. See pp 5 - 7 Resource Document #3, Parole-Corrections-Project.
4. Weaknesses: None known at this time.
5. Degree of support: We are including copies of the letters from local support, criminal justice officials, citizens groups, etc.

Attachment B - Endorsements - see attached

The endorsement from the LEAA regional office will be forwarded in May, 1974.

Attachment C

Dr. Robison's report of 1/74.

MUTUAL AGREEMENT PROGRAMMING CONTRACT

Preamble

This Indenture made this day between _____, party of the first part, and Division of Corrections, Bureau of Institutions, the Wisconsin Parole Board, and the Wisconsin Department of Health and Social Services, by the Secretary thereof, parties of the second part:

Witnesseth that for and in consideration of the mutual covenants and promises hereinafter set forth, upon all parties hereto being fully and completely informed in the particulars, and upon merging and incorporating herein all prior offers, covenants, and agreements, the parties do hereby contract, covenant and agree as follows:

Part I Inmate

I, _____, understand and agree to successfully complete* the objectives as they are specifically outlined in Part IV below in consideration for a specific date of parole. I understand that, at any time, I may petition for a renegotiation of this contract. I will to the best of my ability carry out the objectives of this contract, and realize that failure to do so will cancel and negate the contract.

Part II Institution

I, _____, representing the Division of Corrections, Bureau of Institutions, agree to provide the necessary program and services specified in Part IV below to enable _____ to timely and successfully complete the objectives of and perform this contract.

Part III Parole Board

I, _____, of the Wisconsin Parole Board, representing the Secretary of the Department of Health and Social Services, agree that the above-named inmate will be paroled on or before _____, 19___, CONTINGENT UPON HIS SUCCESSFUL COMPLETION of the objectives mentioned below as certified to me by the State MAP Project Coordinator.

*Successfully Complete - For the purposes of this contract "successfully complete" shall mean completed with a passing grade or evaluation of satisfactory, within the reasonable capabilities of the inmate, for the specific program or service objective being evaluated by the responsible staff member assigned to the individual program or service objective.

PART IV OBJECTIVES

CONTRACT TERM SHEET

Form # (Check One)

NAME _____

21 22 23 24 25
SERIAL # _____ ID # _____

TARGET RELEASE DATE _____

DATE PREPARED _____

CONTRACT HEARING DATE (Form # 25 only) _____

1. Skill Training

2. Work Assignment

3. Education

4. Treatment

5. Discipline

6. Other

Part V Interpretation Provisions.

Contract cancellation, negation or renegotiation shall take place in accordance with the terms and provisions of the approved Wisconsin Model, August, 1972, for Mutual Agreement Programming as amended and in effect on the date hereof. All questions, issues or disputes respecting determination of successful completion of any contract program or service objective shall be decided by the MAP Project Coordinator. Prior to his decision the Project 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, or with any other person having material factual information regarding such question or dispute. The decision of the Project Coordinator shall be in writing and shall set forth the facts on which it is based and shall state the reasons for the decision. The project Coordinator's decision shall be final and binding on all parties hereto.

IN WITNESS WHEREOF the parties undersigned have hereunto set their hands and seals this _____ day of _____, 19____.

(SEAL)
Inmate

(SEAL)
Member - Board of Parole

(SEAL)
Institution Representative

(SEAL)
Secretary, Department of
Health and Social Services

Approved:

Project Coordinator
Mutual Agreement Programming

BUDGET DEMANDS

<u>Staff Personnel</u>	(1 year) <u>4-1-74--3-31-75</u>
1 MAP Supervisor SSS-2 - SR-1-15	\$ 14,442
Fringe Benefits - 20%	2,888
3 MAP Coordinators SSS-1 - SR-1-14	39,762
Fringe Benefits - 20%	7,952
3 Institution Representatives SSS-1 - SR-1-14	39,762
Fringe Benefits - 20%	7,952
2 Social Workers SW-2 - SR-1-12	22,548
Fringe Benefits - 20%	4,510
1 Research Analyst 3 SR-8-03	10,482
Fringe Benefits - 20%	2,096
1 Management Information Specialist 2 - SR-1-12	11,274
Fringe Benefits - 20%	2,255
1 1/2 Parole Board Member - SR-1-18 (<u>In-Kind</u>)	28,026
Fringe Benefits - 20%	5,605
1 Statistical Clerk - SR-1-04	6,342
Fringe Benefits - 20%	1,268
2 Psychologists - SR-1-16	31,464
Fringe Benefits - 20%	6,293
2 Psychological Services Associate 1 - SR-1-10	19,236
Fringe Benefits - 20%	3,847
4 Typist 2 - SR-1-03	24,024
Fringe Benefits - 20%	4,805
<u>Total Salary and Fringe</u>	<u>\$296,833</u>
Minus 10% turnover savings	29,683
<u>TOTAL</u>	<u>\$267,150</u>

77 Equipment

4-1-74--3-31-75

12 Executive Desks - \$116 ea.	\$ 1,392
4 Steno Desks (w/modulars) - \$137 ea.	548
4 Dictators - \$330 ea.	1,320
4 Transcribers - \$330 ea.	1,320
4 Typewriters - Electric, 13" carriage - \$338 ea.	1,352
12 Executive Chairs - \$59 ea.	708
4 Secretary Chairs - \$33 ea.	132
30 Office Chairs - \$17 ea.	510
3 4-Drawer Lock File Cabinets, Key alike - \$61 ea.	488
4 4-Drawer File - \$54 ea.	216
12 Bookcases - \$18 ea.	216
	<hr/>
<u>Total Equipment</u>	<u>\$ 8,202</u>

78 Travel

15 Staff - Travel Expenses (\$884/yr/staff)	\$ 13,260
10 Staff - Out-of-state (\$250/yr/staff)	2,500
	<hr/>
<u>Total Travel</u>	<u>\$ 15,760</u>

79 Supplies & Operating Expenses

Rental - Computer - IBM Model 37155 (Est. \$185/hr - 2 hr/mth - 24 hr/yr)	\$ 4,440
Telephone - \$200/yr/staff (15)	3,000
Office Supplies - \$200/yr/staff (15)	3,000
Copy machine (Rental - 4¢/copy; Est. MAP 12,000/yr/staff (3))	1,440
Postage - \$125/yr/staff (15)	1,875
	<hr/>
<u>Total Supplies</u>	<u>\$ 13,755</u>

7E Miscellaneous

Consultant 20 days/\$135/day	\$ 2,700
(Transportation - 6 trips/\$200)	1,200
	<hr/>
<u>Total Misc.</u>	<u>\$ 3,900</u>

<u>TOTAL</u>	<u>\$308,767</u>
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State of Wisconsin \ OFFICE OF THE GOVERNOR

WISCONSIN COUNCIL ON CRIMINAL JUSTICE
122 WEST WASHINGTON AVENUE
MADISON, WISCONSIN 53703
(608) 266-3323

Patrick J. Lucey
Governor

ROBERT L. STONEK
EXECUTIVE DIRECTOR

April 23, 1974

Ms. Mary Ann Beck
Office of Technology Transfer
U. S. Dept. of Justice
L.E.A.A.
National Institute of Law Enforce-
ment and Criminal Justice
Washington, D. C.

Dear Ms. Beck:

The Wisconsin Council on Criminal Justice considers the M.A.P. program as one of the truly unique projects funded by this agency, and requests that you consider it as an exemplary project. The impact of the M.A.P. concept on correctional institutions and practices can be extensive, and makes this project worthy of special attention.

Please contact me if you have additional questions or concerns.

Sincerely,

Robert L. Stonek
Executive Director

RLS:jo

State of Wisconsin \ DEPARTMENT OF INDUSTRY, LABOR AND HUMAN RELATIONS

EMPLOYMENT SECURITY DIVISION
201 E. WASHINGTON AVENUE
MADISON, WISCONSIN 53701

FRANCIS J. WALSH
ADMINISTRATOR
P. O. BOX 1607

EDWIN M. KEHL
ASSISTANT ADMINISTRATOR
EMPLOYMENT SERVICE
P. O. BOX 1607

MARTIN KESTIN
ASSISTANT ADMINISTRATOR
UNEMPLOYMENT COMPENSATION
P. O. BOX 644

October 25, 1973


James Blackburn
Chief, Correctional Task Force, DOL
Patrick Henry Building, Room 5322
6th & D, N.W.
Washington D.C. 20210

Dear Sir:

The Wisconsin State Employment Service would like to take this opportunity to add our support to the Mutual Agreement Programming (MAP) and the Intensive Employment Placement (IEP) program operated by the Wisconsin Division of Correction at the Fox Lake Correctional Institute. Both are imaginative self-help programs that allows individual initiatives and ambition to influence release dates, as well as preparing the individual to return to a socially acceptable style of living.

The Wisconsin State Employment Service cooperated with the MAP/IEP staff in conducting the programs and have the deepest respect for the energy and dedication of the Wisconsin Division of Corrections personnel involved. It is hoped that more projects of this type can be conducted in the future because only through experimentation and inovation of this type can the solutions to this social problem be solved.

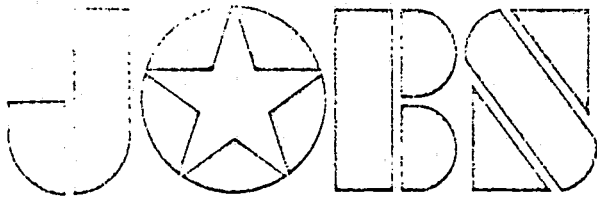
Sincerely,



Stanley R. Spencer
Acting Assistant Administrator
Wisconsin State Employment Service

SRS:BAD:1mm

cc: Don Clark - Bureau of Institutions
Gerald Mills - MAP/IEP Project Coordinator



National Alliance of Businessmen

414-273-3000 • 828 N. BROADWAY • MILWAUKEE, WIS. 53202

EXECUTIVES ON LOAN FROM
METROPOLITAN MILWAUKEE
ASSOCIATION OF COMMERCE

September 18, 1973

Mr. Robert Stonek
Executive Vice-Chairman
and Members of the Executive Committee
Wisconsin Council on Criminal Justice
123 W. Washington Ave.
Madison, Wisconsin 53703

Dear Sirs:

The State of Wisconsin has a nationwide reputation for pioneering in corrections and ex-offender rehabilitation, and I would like to bring to your attention an effort at one of our correctional institutions which is furthering this reputation by cracking the age-old problem of the offender upon release -- getting a job and keeping it.

Under the coordination of Mr. Gerald L. Mills, a pilot project at the Fox Lake Correctional Institution has been in operation for about a year. Two programs work to counsel and train the inmate, and to help him find employment before he is released.

In the Mutual Agreement Programming segment, counselors work with the inmate to design a program of skill training, behavioral counseling, and education tailored to his desires, with a definite release date written into the Mutual Agreement. Indefinite release dates have been the bane of ex-offenders and prospective employers alike; they frustrate willing employers who have specific work force needs, and they prevent inmates from being able to make definite job commitments while still in prison.

Toward the end of the training period and closer to the inmate's release date, the Intensive Employment Placement segment also operates. Basic information necessary for marketing the individual is obtained (work experiences, family situation, locational preference, acceptable income, etc.) and coaching on interview and job application techniques begins. This project works with the Wisconsin State Employment Service with a degree of coordination I find unusual between two agencies. It also works with community-based treatment groups and with our companies in the National Alliance of Businessmen. These intensive efforts at placement have resulted in significantly more jobs for inmates, and they coincide with release dates.

September 13, 1973

The MAP-IEP program is a well-organized and executed program for the coherent development of an inmate's employability. As spokesman for nearly 500 companies in the Milwaukee metropolitan area who are committed to hiring the economically disadvantaged, and who have received a special mandate from President Nixon to hire the ex-offender, I would like to see the MAP-IEP project expanded to all our State correctional institutions.

Sincerely,



Alice M. Mueller
Metropolitan Director

AMM:dh:

cc-Gerald L. Mills: ✓



MILWAUKEE, WISCONSIN 53201

September 17, 1973

Gerald L. Mills
MAP-IEP Program Coordinator
Department of Health and Social Services
Wisconsin Correctional Institution
Fox Lake, Wisconsin 53933

Dear Mr. Mills:

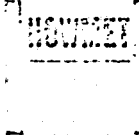
Following my visit to the Fox Lake Correctional Institution, during which I became familiar with the goals and procedures for MAP-IEP, I have personally arranged the employment of a number of men at Allis-Chalmers. We are satisfied with the results of this cooperative effort and believe that the MAP-IEP programs should certainly be maintained and perhaps expanded.

Good luck in your efforts to obtain additional funding under the Safe Streets Act.

Sincerely,

Phillip Thompson
Employment Representative

PT/lb



HOWMET CORPORATION / CRUCIBLE STEEL CASTING DIVISION
A MEMBER OF THE PECHINEY GROUP

2650 South 20th Street, Milwaukee, Wisconsin 53215 (414) 645-7700

9-13-75

SEP 17 1975

Mr. Gerald L. Mills
Box 147 - WCI
Fox Lake, Wis. 53933

Dear Mr. Mills:

I am very happy & pleased with my association with your intensive employment placement service.

The trip to Wisconsin Correctional Institution at Fox Lake last spring was both enjoyable and educational. Both your philosophy and goals are very easy to understand. Also no question in my mind of the true value of the entire program.

We completely endorse your entire program and will certainly continue to work with you in all areas of employment.

Thanks for your past complete cooperation. Any time you may be in Milwaukee it will be a pleasure to visit with you on our mutual problems.

Very Sincerely,

CRUCIBLE STEEL CASTING DIV.

R. C. Pickens
Director of Industrial
Relations & Safety

ACP:im

PETER W. RODINO, JR. (N.J.), CHAIRMAN

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JOSEPH J. MARAZITI, N.J.

Congress of the United States
Committee on the Judiciary

House of Representatives
Washington, D.C. 20515

October 31, 1973

GENERAL COUNSEL:
JEROME M. ZEIFMAN
ASSOCIATE GENERAL COUNSEL:
GARNER J. CLINE
COUNSEL:
JOSEPH FISCHER
HERBERT FUCHS
HERBERT C. HOFFMAN
WILLIAM P. SHATTUCK
H. CHRISTOPHER NOLDE
ALAN A. PARKER
JAMES F. FALCO
MAURICE A. BANDOZA
DONALD G. BENN
FRANKLIN G. POLK
ROGER A. PAULEY
THOMAS E. MOONEY
PETER T. STRAUB
MICHAEL W. BLOMMER
ALEXANDER B. COOK

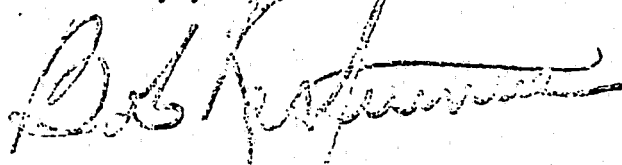
Mr. Gerald L. Mills
MAP-IEP Program Coordinator
Division of Corrections
Wisconsin Correctional
Institution
Fox Lake, Wisconsin 53933

Dear Mr. Mills:

Thank you for sending me the information relating to Wisconsin's innovative Parole-Corrections Program. I am pleased that your pilot project was a success, and that you are now studying implementation of the program on a permanent basis. I commend you and your colleagues for the development and implementation of this program.

With best wishes,

Sincerely yours,



Robert W. Kastenmeier
Chairman
Subcommittee on Courts,
Civil Liberties, and the
Administration of Justice

NOV 7 1973



State of Wisconsin \ DEPARTMENT OF HEALTH AND SOCIAL SERVICES

DIVISION OF CORRECTIONS

WISCONSIN CORRECTIONAL INSTITUTION
FOX LAKE, WISCONSIN 53933

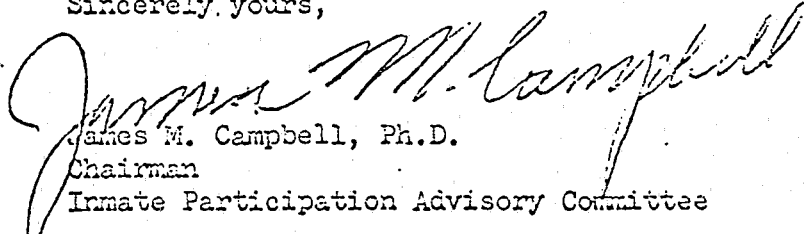
November 7, 1973

Mr. John G. Stoddard
Assistant Director
Bureau of Institution Services
Box 669
Madison, Wisconsin 53701

Dear Mr. Stoddard:

The WCI Inmate Participation Advisory Committee has empowered me to write a letter to you and other interested parties endorsing the Mutual Agreement Program concept for WCI and other institutions within the Division of Corrections. We have arrived at this conclusion after having heard a detailed statement about the Mutual Agreement Program from Mr. Gerald Mills, the Program Coordinator, and after an informal poll of inmates' opinions conducted by the Inmate Participation Advisory Committee members.

Sincerely yours,


James M. Campbell, Ph.D.
Chairman
Inmate Participation Advisory Committee

JMC:ho

cc: Warden John Gagnon
Ms. Severa Austin
Mr. Paul Kusuda
Mr. Gerald Mills

JAN 24 1974

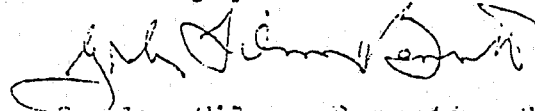
January 24, 1974

Mr. Lewis McCaulley
Superintendent
Wisconsin Home for Women
Taycheedah, Wisconsin 53090

Dear Mr. McCaulley:

I have been empowered by the Inmate Participation Advisory Committee at Wisconsin Home for Women to convey to you its unanimous endorsement of the IP concept as presented to us by Mr. Gerald Mills at a meeting held at this institution on October 3rd last. This endorsement is conditional upon the individual's right to make her own decision regarding participation in the program if instituted.

Sincerely yours,



Gordon Wilmer-Bennett, Ph.D.
Chairman, I.P.A.C.-WHW

GP-2:ca

cc: Mr. Stoddard
Mr. Kurada
Mr. Gilio
Dr. Pacht
Ms Austin

February 8, 1974

FEB 11 1974

Mr. John G. Stoddard,
Assistant Director
Bureau of Institutions
Box 669
Madison, WI 53701

Dear Mr. Stoddard:

Mr. Mills and Mr. Ercite presented the MAP Program to the IRAC Committee at MSP on January 31, 1974. The Committee again met on February 7, 1974 to discuss the feelings of the Committee members regarding the MAP Program.

The Committee was not quite unanimous in their endorsement of the Program. This absence of unanimity came about because of one inmate member of the Committee who expressed the feeling that he felt he did not have enough information upon which to make a decision one way or the other. (He has been present at previous meetings and had the same input as did all other members.) The remaining nine members of the Committee did unanimously endorse the Program; there was consensus that the Committee should again be in a position to review the Program before its refunding, following the initial funding period. There was some discussion among Committee members about the number, types, and placement in relation to the proposed staffing of the Project, but there were no objections to the concept of the Program.

Sincerely,

THOMAS L. BEVER, Supervisor
Clinical Services Unit
Wisconsin State Prison

TLB:mjj

cc: R. L. Gray, Warden
Ms. Sovera Austin
Mr. Paul Kusuda
Mr. C. Mills ✓
File

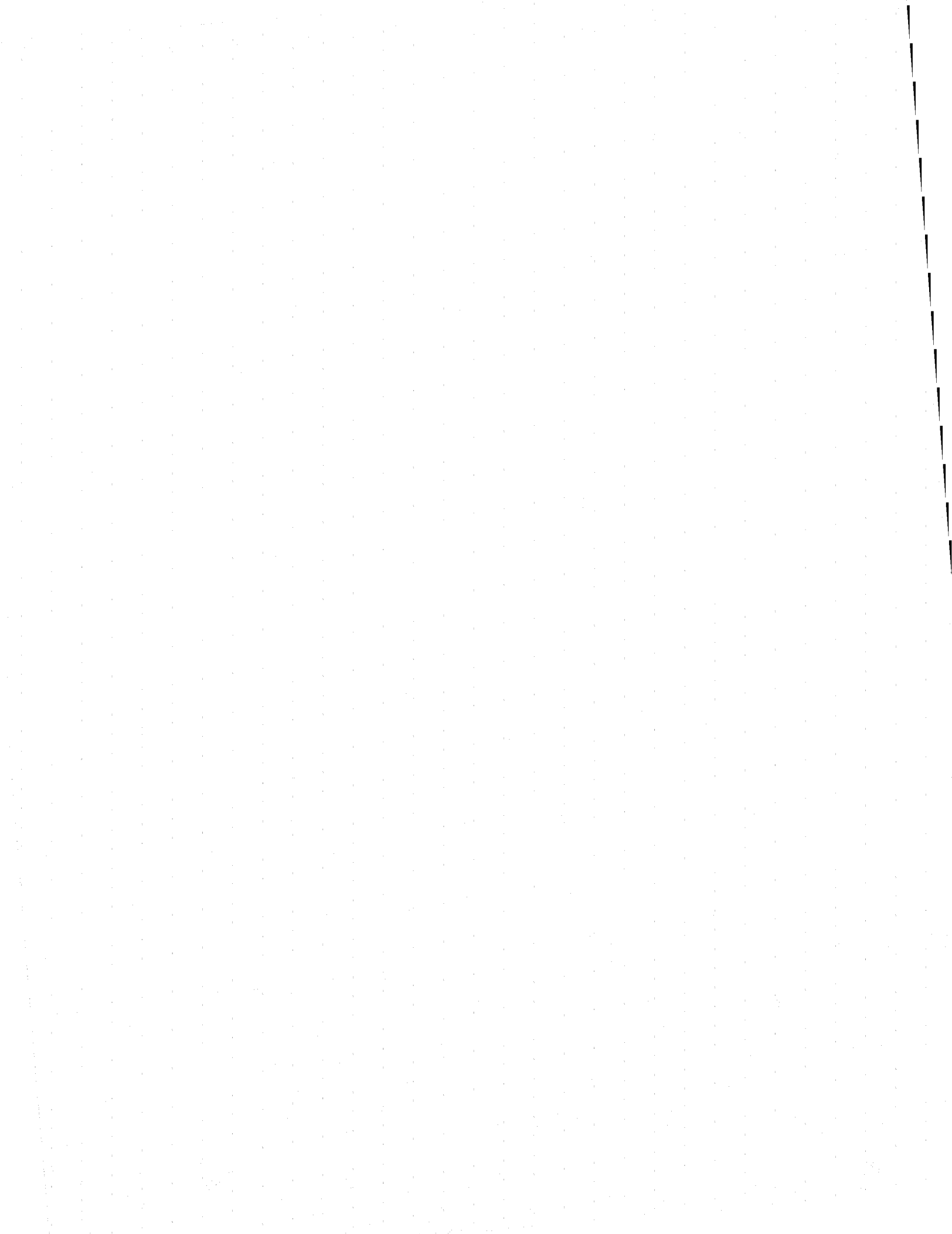
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END