SANCTIONS UPDATE

2010

ADULT PROBATION PROJECT EVALUATIONS

SHOW SIGNIFICANT REDUCTIONS IN RECIDIVISM

LETTER from Judge Quinn

The Spring and Winter Sanctions Updates of 2008 – one highlighting special supervision projects, and one focusing on programs for girls and women – reinforced that probation and supervision programs serve as the linchpin in the criminal justice system for keeping probationers out of the incarceration system whenever appropriate. Such initiatives are our best hope for safely transitioning probationers back into the community at the end of a sentence of incarceration. Identifying probationers' specific needs and matching them with appropriate community resources and support is critical both to successful probationer reentry to their communities and to reducing recidivism.

The Judicial Branch Court Support Services Division, commonly referred to as CSSD, is eager to report on the independent evaluations of four of the 2008 highlighted projects. The findings are outlined in this newsletter.

- *The* **PROBATION TRANSITION PROGRAM, OR PTP,** *and the* **TECHNICAL VIOLATION UNITS, ALSO KNOWN AS TVU,** *are targeted at court-involved adults who have been identified as at high risk for violating court-ordered supervision.*

- *The* **MENTAL HEALTH CASE MANAGEMENT** *unit grew out of needs identified for this high-risk population as a result of PTP and TVU findings.*

- *The* **WOMEN OFFENDER CASE MANAGEMENT MODEL** *is a gender-specific female probation project that has resulted in an overall reduction in recidivism in women probationers and an increase in human and social capital for women who participated in the project.*

The Judicial Branch is pleased to support these initiatives that have made great strides towards decreasing supervision violation rates, lowering incarceration rates and reintegrating probationers with their communities in positive ways. They are an enhancement to the judicial decision-making process and have garnered national praise and attention. These programs not only make sense for probationers, they also make economic and public safety sense for Connecticut.

The Hon. Barbara M. Quinn, Chief Court Administrator

BACKGROUND

"I am very pleased by the outcomes that these programs have produced over the past years. These findings are a credit to the hard work and dedication of the probation officers who work in these units statewide. Their commitment to their clients should be commended. These programs, along with so many of our other initiatives in CSSD, are helping us learn how to be more effective at achieving increased public safety through risk reduction."

WILLIAM CARBONE
CSSD EXECUTIVE DIRECTOR

Prison and jail overcrowding has been an ongoing concern in Connecticut. Probation violators comprise a high percentage of the prison population – with a significant number of probationers being sentenced to terms of incarceration for technical violations of their probation, rather than commission of a new crime.

As a response to this concern, the Connecticut General Assembly passed "Public Act 04-234, *An Act Concerning Prison Overcrowding*" in May 2004. The Act introduced several ways to reduce the number of people being incarcerated. CSSD responded with the following initiatives:

- **July 2004:** The Judicial Branch received funding for initiatives to reduce violations of probation in general and, in particular, to reduce the number of technical violations of probation by 20 percent. CSSD designed two programs to address this problem – the ***Probation Transition Project***, known as PTP, and the ***Technical Violation Unit,*** known as TVU.

- **2005:** Independent evaluations of PTP and TVU indicated that CSSD was meeting legislative goals after just one year.

- **2006:** CSSD applied for the National Institute of Corrections three-year, $400,000 technical assistance and training award for a women's probation project and was chosen in January 2007 as one of only two programs nationally to implement and evaluate a new case management approach: ***Women Offender Case Management Model***. The goal of this program is to decrease recidivism and repeat contacts with the criminal justice system in this population.

- **2006:** The legislature funded a pilot ***Mental Health Case Management*** program, which was implemented in March 2007. A significant number of sentenced probationers suffer from mental health issues and this program was designed to provide supports for this population that would result in decreased recidivism.

- **2007:** The findings from two evaluation studies of PTP and TVU resulted in enhanced state funding to establish PTP and TVU units in every probation office throughout Connecticut.

Rigorous multi-year evaluations of these programs were completed and the results reported here have shown substantially reduced recidivism and improved outcomes for probationers and the community.

HISTORY OF CSSD'S COMMITMENT TO RISK REDUCTION

Results Based Accountability and Risk Reduction efforts

"CSSD's adoption of Results Based Accountability has provided the framework from which executive and management staff actively implement the mission of risk and conflict reduction. Furthermore, it has sharpened the focus of our field staff on activities that have been shown to change behavior. Finally, it provides a clear and concise mechanism for emphasizing our strengths and identifying areas for improvement."

Brian Hill, Deputy Director II, Research and Planning

In 2008, the Appropriations Committee of the Connecticut General Assembly asked state agencies, including the Judicial Branch, to begin using the Results Based Accountability, or RBA, model that would provide policy makers with a way to assess and report on the effectiveness and impact of funded programs and services. This nationally recognized initiative has proven to be a policy and programming tool that has helped both the Connecticut State Legislature and the Judicial Branch determine the best way to allocate resources in this time of tight financing – how to analyze programs and services that have the most impact on reducing recidivism, providing services to families and enhancing public safety.

Results Based Accountability involves the collection and analysis of information in order to answer three core performance questions:

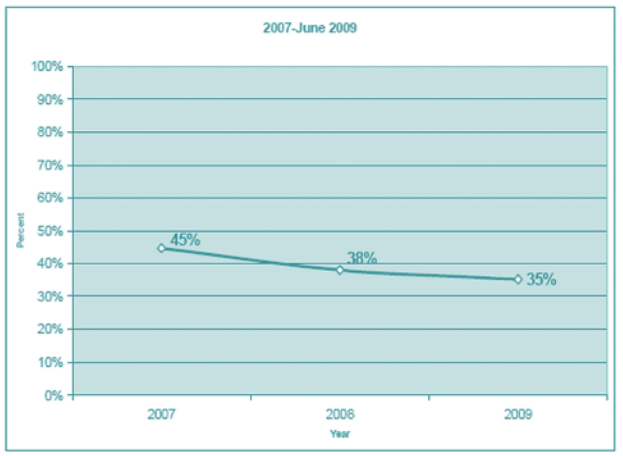
- How much do we do?
- How well do we do what we do?
- Is anybody better off as a result of our activities?

Since the inception of CSSD's Adult and Juvenile Risk Reduction programs in the 1990s, the division has consistently moved forward with the implementation of evidence-based, best-practices supervision programs and policies. The RBA has become a major new initiative in CSSD's ongoing efforts to change probationer behavior and reduce recidivism rates. The RBA process is a key element in CSSD's fiscal year 2010-2012 strategic plan and is imbedded in many of the activities that will be undertaken during the plan's three-year cycle.

In July 2010, the General Assembly's Appropriations Committee announced that they will be officially reviewing the RBA report cards for adult probation, juvenile probation and the Alternative In the Community (formerly called Alternatives to Incarceration) programs. Below is an excerpt of the most important outcomes presented in the RBA report cards:

From the Alternative in the Community (AIC) 2010 Report Card

Performance Measure 6: 12-Month Re-arrest Rate for Completers

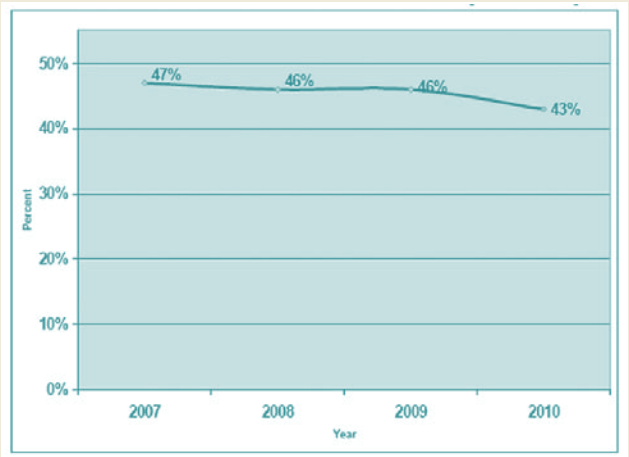


Story behind the baseline: This performance measure examines the rate at which client complete AIC services are re-arrested within 12 months of discharge. A 2004 study of AIC's by the CT Legislative Program Review and Investigations Committee (LPRIC) showed a recidivism rate of 44 percent for AIC participants. The trend over the past several quarters is positive and reflects a re-arrest rate lower than that reported by LPRIC.

Proposed action to turn the curve: CSSD is hopeful that continued emphasis on quality assurance, increases in service completion, and employment gains will continue to lower post-discharge re-arrests.

From the Adult Probation 2010 Report Card

Performance Measure 6: Probationers 24-Month Re-arrest Rate, 2007-2010 (to date)



Story behind the baseline: Re-arrest rates are one of the best indicators of long-term behavior change in probationers. This indicator presents the rate at which probationers are re-arrested 24-months after beginning a probation sentence. During the first three calendar quarters of 2010, re-arrest rates have shown a downward trend. In fact, the 43 percent re-arrest rate for 2010 is the lowest re-arrest rate on record since this measurement was introduced in 2006. A one percentage point drop in the re-arrest rate, sustained over a full year, results in approximately 280 fewer persons recidivating annually (based on 28,000 new probationers a year).

Proposed action to turn the curve: The Judicial Branch, with the assistance of the Connecticut General Assembly, has invested heavily in increasing the number of probation officers and treatment services, resulting in a combination of lower caseloads and timely access to services. Lower caseloads and client engagement strategies in conjunction with evidence-based programs will be the foundation of continued efforts to reduce long term probationer re-arrest rates.

Probation Transition Program[1]

The Probation Transition Program provides intensive services for high-risk, split-sentence inmates being released from Department of Correction custody to probation supervision, with the goal of discouraging probation violations in the early, high-risk stages of probationer re-entry.

BACKGROUND

National research shows that the first days of release are critical to the successful completion of probation by offenders discharged from correctional custody. In addition, CSSD findings show that split sentence probationers, who often have high risk and service needs, are particularly vulnerable to violations during the initial four to six months of their reentry to the community. The PTP is targeted to high-risk, split-sentence inmates being released from the Department of Correction's custody to probation supervision (*i.e.*, those discharged to a term of probation at the end of their sentence from a correctional facility, halfway house, parole, transitional supervision or furlough). The program provides intensive services, with the goal of discouraging probation violations in the early, high-risk stages of client re-entry.

IMPLEMENTATION HIGHLIGHTS

CSSD began accepting probationers into PTP on October 1, 2004. The targeted PTP pool included all inmates, excluding sex offenders, who served a sentence of 90 days or more, and who would be discharged from DOC custody with a period of probation to follow. The pilot program was funded in five locations: Bridgeport, Hartford, New Haven, New London and Waterbury. The overarching goal was to reduce the technical violation rate of split-sentence probationers by helping them re-enter their community following prison release. In theory, lower caseloads would allow PTP officers to spend more time assessing probationers, helping them find appropriate services and monitoring their behavior. After one year, PTP participants had significantly lower probation violation and technical violation rates than the PTP comparison group. Legislative funding to the Judicial Branch to hire more probation officers led to the statewide expansion of the PTP in February of 2007.

> THE PILOT PTP SITES ACHIEVED A TECHNICAL VIOLATION RATE **46 PERCENT LOWER** THAN THE COMPARISON GROUP, AND THE EXPANSION PTP SITES ACHIEVED A **31 PERCENT REDUCTION**.

EVALUATION FINDINGS

The most prominent finding in the evaluation was the significant reduction in technical violation rates for the PTP study groups versus the historical comparison groups (see chart on page 5). In fact, the pilot PTP sites achieved a technical violation rate 46 percent lower than the comparison group, and the expansion PTP sites achieved a 31 percent reduction. A summary of the complete findings from the evaluation follows:

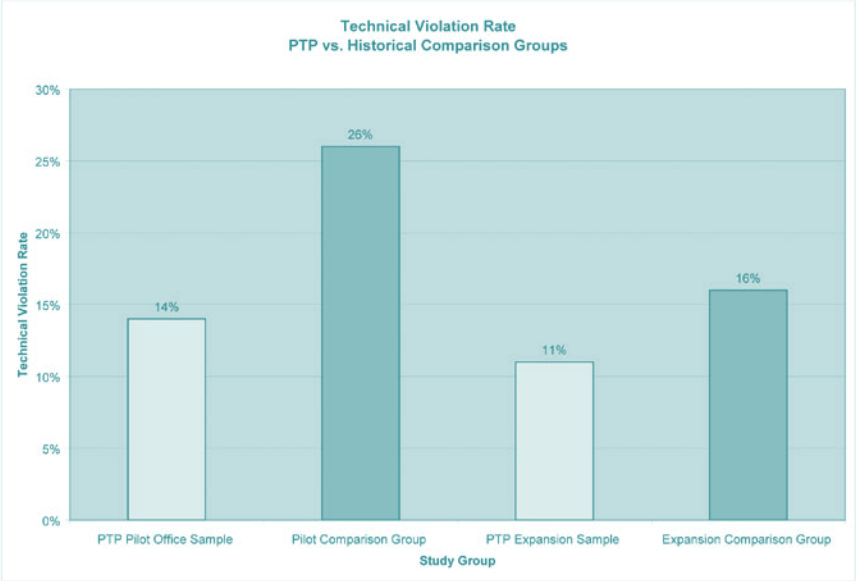
- **Fidelity to model:** The Probation Transition Program was widely implemented in a manner consistent with the program model. Furthermore, there was a high amount of consistency in the program completion rate (over 70 percent of probationers were successfully transitioned into a regular caseload) across the expansion offices.

- **Client profile:** The PTP appeared to be targeting the highest risk offenders. CSSD policy dictated that PTP officers give priority to split-sentenced probationers with insufficient familial and/or peer support; lack of housing; extensive criminal history; extensive drug abuse; history of mental health problems; lack of employment; and a high total-risk score on the LSI-R.[2] The majority of PTP participants were single/never married and unemployed.

- **Lower violation rates:** Split-sentence probationers in the PTP had statistically lower technical violation rates and were statistically less likely to be sentenced to

1 "The Final Report of the Evaluation of the Court Support Services Division's Probation Transition Program." Central Connecticut State University, Department of Criminology and Criminal Justice: Stephen M. Cox, Ph.D. Professor; Kathleen Bantley, J.D., Associate Professor; Sarah *Newton, Graduate Assistant. June 2010*

2 CSSD assesses the level of risk and the service needs of the adult clients under their supervision using the most widely utilized, scientifically validated criminal justice risk assessment instrument in the United States and Canada: the Level of Service Inventory-Revised (LSI-R). The LSI-R provides a multi-dimensional tool from which decisions can be made regarding appropriate levels of supervision and services. This is used in conjunction with the Adult Substance Use Survey (ASUS).



prison for technical violations than similar groups of probationers. Specifically, comparison group probationers technically violated probation at more than twice the rate of PTP clients in the pilot offices and almost twice the rate of probationers in the statewide expansion offices. The first evaluation of the pilot PTP program showed that PTP reduced the technical violation rates of split-sentenced probationers and also reduced the number of split-sentenced probationers who were resentenced to prison for technical violations.

Factors associated with arrests and technical violations: There were differences in those PTP clients arrested versus those who were technically violated. The PTP clients who were arrested resembled the demographic most likely to be arrested in general: young males with prior criminal records who were unemployed, used drugs and/or alcohol and had a peer group who likely encouraged their criminal behavior. In contrast, PTP clients most likely to receive technical violations had several risk factors associated with instability. They were unemployed, had unstable housing, used alcohol or drugs and had a negative peer group (they were also younger probationers with criminal histories).

Technical Violation Unit[3]

The Technical Violation Unit program provides expanded supervision and services for probationers whose probation officer has determined that a sentence of incarceration is imminent as a result of a technical violation of probation — not as a result of the commission of a new crime.

BACKGROUND

Approximately half of the inmates incarcerated for violations of probation in 2004 were sentenced for technical violations, *i.e.*, deliberate or repeated noncompliance with court ordered conditions, reporting requirements and service treatment requirements — not for the commission of a new crime. Pilot Technical Violation Units, known as TVUs, were designed to focus on probationers with a pending warrant for arrest — 100 percent of whom were about to be rearrested for technical violations.

IMPLEMENTATION HIGHLIGHTS

CSSD began accepting probationers into the TVU on October 1, 2004 in six pilot probation offices: Bridgeport, Hartford, New Britain, New Haven, New London and Waterbury. The purpose of the TVU was to provide a last chance for probationers who were unable to comply with conditions of probation before being rearrested for technical violations and possibly sentenced to prison. Technical Violation Unit officers were given reduced caseloads, technical resources and preference for client services so they could spend more time working with troubled clients and better address their criminogenic needs than probation officers with regular caseloads.

3 " The Final Report of the Evaluation of the Court Support Services Division's Technical Violations Units" Central Connecticut State University, Department of Criminology and Criminal Justice: Stephen M. Cox, Ph.D. Professor; Kathleen Bantley, J.D., Associate Professor; Sarah Newton, Graduate Assistant. June 2010

Rather than proceeding with a warrant for a client in the general probation pool who is not complying with his or her court-ordered requirements, a program supervisor may assign the case to a special TVU probation officer who will work intensively with the client over a period of 90 to 120 days to encourage compliance with court-ordered conditions. Officers see their probationers frequently and connect them to needed community services. Technical Violation Unit officers are located at the Alternative In the Community sites where many services are delivered, and where the probationer is expected to report regularly for supervision meetings and to participate in programs designed to reduce recidivism. Legislative funding to the Judicial Branch to hire more probation officers led to the statewide expansion of the TVU in February of 2007.

EVALUATION FINDINGS

Three distinct study groups were created by the researchers for the outcome evaluation: TVU clients in the first year of the pilot program, the second year of the pilot program, and in the expansion program. The overall findings included:

- **Program violations: The overall percentage of TVU participants arrested or technically violated was almost identical for the three study groups (about 55 percent). While this percentage appears to be high, it is important to reinforce that 100 percent of TVU participants would have technically violated probation if not for their participation in the TVU.** The TVU targets probationers whose probation officer has already determined that a sentence of incarceration is imminent because of a technical violation of probation.

- **Violations after discharge:** Only a small percentage of probationers who were successfully discharged from the TVU were arrested or technically violated their probation after their TVU discharge. This finding leads us to conclude that TVU was successful in achieving its goal of stabilizing participants and returning them to regular caseloads.

- **Profile of violators:** The exploration of factors associated with arrests and technical violations found differences in those probationers who were arrested versus those who technically violated their probation. Technical Violation Unit participants who were arrested resembled the demographic most likely to be arrested in general: young males with prior criminal records who were unemployed, used drugs and/or alcohol and had a peer group who likely encouraged their criminal behavior. On the other hand, TVU participants most likely to receive technical violations had prior criminal records, were unemployed, had a poor attitude toward positive change, likely used drugs and/or alcohol and had weak or poor family supports. One important similarity was that unemployment played a significant role for both arrests and technical violations of probation.

Mental Health Case Management Units[4]

Mental health issues have been defined through national and state research as one of the top two recidivism risk factors for high-risk probationers. Mental Health Case Management Units, known as MHCMs, have significantly reduced recidivism rates of clients with serious mental illness when compared to a comparison group (30 percent rearrest rate for the MHCM clients versus 41 percent for the comparison group).

DR. STEPHEN M. COX, PROFESSOR, CENTRAL CONNECTICUT STATE UNIVERSITY

BACKGROUND

Several sources of data indicate that a disproportionately large number of offenders with severe mental illness are being processed through the state's pretrial, prison and probation systems, and more than half (perhaps as many as three quarters) of offenders with severe mental illness have a co-occurring substance use disorder. A 2004 report noted that 16 percent of Connecticut prisoners had a mental illness and that this percentage had increased 40 percent

4 "The Final Report of the Evaluation of the Court Support Services Division's Mental Health Case Management Pilot Project." Central Connecticut State University, Department of Criminology and Criminal Justice: Stephen M. Cox, Ph.D. Professor; Damon Mitchell, Ph.D., Associate Professor; Rachel Tirnady, M.S.. Instructor. June 2010

since 2000. The 2008 State of Connecticut Recidivism Study by the Office of Policy and Management found that 19 percent of prisoners released into the community at the end of their sentence had a serious mental illness. With respect to probation, the rate of severe mental illness among the state's probationer population was estimated at 23 percent in a survey by the American Probation and Parole Association.

Mental health issues have been defined through national and state research as one of the top two recidivism risk factors for high-risk probationers. Over a twelve-month period before the introduction of this program, 1,124 individuals placed on probation in Connecticut were identified as experiencing high levels of psychological and emotional disruption and needing specialized supervision and services. Probationers with psychiatric or co-occurring mental health disorders were more likely to: be assigned to the highest-end surveillance level; have higher violation rates than those without mental health conditions; and have complications in complying with court-ordered conditions. To address this, the Mental Health Case Management project, known as MHCM, was designed to provide supervision, monitoring and services that address the high correlation between mental health issues and recidivism rates in high-risk probationers.

IMPLEMENTATION HIGHLIGHTS

In response to concerns over the growing mental health needs of offenders, CSSD developed and piloted the MHCM project. The MHCM project was funded by the legislature in 2006 to establish a specialized unit of 10 mental health officers and attendant mental health treatment services spread over eight probation offices: Bridgeport, Hartford, Middletown, New Britain, New Haven, New London, Norwich and Waterbury. CSSD began accepting probationers into the MHCM program in March of 2007.

These probation officers supervise only high-risk probationers with severe mental illness. The goal of this pilot was to reduce recidivism by providing specially trained probation officers the time to work with probationers, treatment providers and the probationer's natural support systems. In theory, lower caseloads would allow officers to spend more time assessing and engaging probationers, helping them find appropriate services and monitoring their treatment and behavior.

- **Ten Adult Probation Officers were hired** to work with probationers with significant mental health problems in fiscal year 2007-2008.

- **Designated officers have capped caseloads of 35** and work collaboratively with the Department of Mental Health and Addiction Services and Adult Behavioral Health programs to provide intensive community treatment and supervision for clients with mental health and co-occurring disorders. The smaller caseloads have allowed the officers to spend more time with each client, which in turn has allowed them to build rapport and better assess the clients' needs. Officers report that having more frequent contact with the clients seems to make the clients feel more accountable for their actions. The pilot program mandated at least three face-to-face mental health official/probationer appointments per month, as well as at least one phone or face-to-face appointment with the probationer's mental health providers each month.

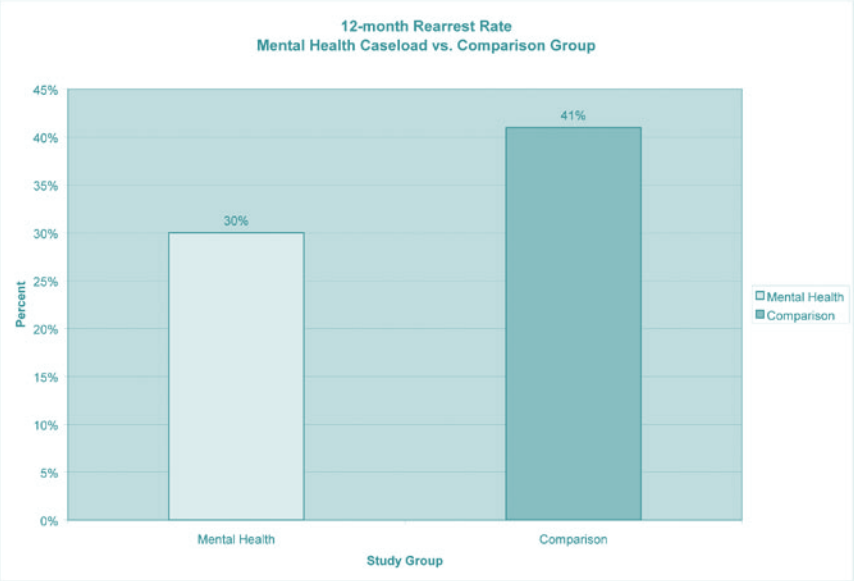
- **Officers said the specialized training they have received is helpful**, referring specifically to the suicide prevention, crisis intervention and mental health and substance abuse trainings. In addition, mental health officers are provided training in communication skills such as motivational interviewing, and are expected to utilize their training in working with clients to better engage them in problem solving, rather than relying on threats and sanctions. When asked to consider the differences between enforcing conditions of probation with mental health probationers versus regular probationers, most officers reported that the MHCM project had led to changes in how they supervise all probationers – allowing them to differentiate between a probationer whose problematic behavior reflects noncompliance, versus a client whose problematic behavior reflects symptoms of a mental illness.

- **There were 710 mentally at-risk probationers selected to participate in the MHCM project between March of 2007 and September 1, 2009.** In addition to presenting mental health problems (schizophrenia and bipolar disorder being the two most common diagnoses), the average client had 14 prior arrests before being accepted into the MHCM project.

EVALUATION FINDINGS

It was anticipated that an expansion of specialized supervision and services for probationers with significant mental health problems would reduce recidivism for this population. **In fact, those probationers supervised on the mental health caseloads showed a reduction in recidivism of 27 percent when compared to a comparison group supervised on mainstream caseloads (see chart on page 8).** Through the establishment of specialized caseloads, supplemented with appropriate services, CSSD has seen a reduction in probation violations and subsequent incarceration. The evaluation concluded:

- **Reduced recidivism:** The MHCM units significantly reduced recidivism rates of clients with serious mental illness when compared to a comparison group



(30 percent rearrest rate for the MHCM clients versus 41 percent for the comparison group).

- **Technical violation rates**: There were no differences in technical violation rates between the MHCM program and the comparison group. This is significant because the idea that smaller caseloads would result in more violations being detected did not hold true.

- **Factors in program success**: Lower caseloads, specialized mental health training of the probation officers and strong therapeutic collaboration were contributing factors to the program's success.

Women Offender Case Management Model[5] Female Probation Project

"The Women Offender Case Management Model merges evidence-based principles with existing research on women. It was designed to advance the "what works" research while improving capacity to work more effectively with women – and it has done that. Because WOCMM was planned as a multi-year initiative, it has also provided CSSD staff with sufficient time to learn the model in the context of the real world, and we are now ready to operationalize it within our system. That's a great accomplishment."

Rena Goldwasser
CSSD Program Manager for WOCMM

Background

The population of adult female offenders (age 18 and over) sentenced to probation in Connecticut is currently just over 7,100 individuals, or 20 percent of the total number placed on probation from 2005 to 2009. As with female offenders who have been studied nationally, these probationers very often demand a greater time commitment on the part of probation officers than men because of the complex issues that drive their court involvement. CSSD recognized that they require different approaches, and probation officers need to be trained to recognize and respond to their needs in a gender responsive manner. At the same time, the National Institute of Corrections was committed to exploring new approaches for the management of female offenders who are on community supervision that went beyond theory and policy to become a model to support day-to-day practice.

In 2006, CSSD applied for National Institute of Correction's three-year, $400,000 technical assistance and training award and

5 Orbis Partners, Inc., "A Process Evaluation Of The Women Offender Case Management Model, Implemented By The Connecticut Court Support Services Division." 2009.

The WOCMM probation officers reported favorably about their experience in delivering services to women using the model. Overall, as the project matured, the officers viewed the move from a more traditional authoritarian style to a relational and strength-based orientation to supervision as highly positive.

ORBIS PARTNERS INC. - 2009 PROCESS EVALUATION REPORT

was chosen in January 2007 as one of only two programs nationally to implement and evaluate this new case management approach. As a result, CSSD adult probation has been piloting a Women Offender Case Management Model demonstration project called WOCMM for the past three years in four Connecticut probation offices: Bridgeport, Hartford, New Britain and New Haven. The National Institute of Corrections has offered site training, process and outcome evaluation and technical assistance. The WOCMM probation teams started accepting probationers in early 2007.

WOCMM's CORE PRINCIPLES

The model is based on a team approach, with professional probation staff working collaboratively with an identified contracted program employee from our Alternative In the Community, or AIC, network, and the woman offender to monitor progress and update outcomes from sentencing to discharge. Nine core practices guide the model:

#1 Provide a comprehensive case management model that addresses the complex and multiple needs of women in the criminal justice system.

#2 Recognize that all women have strengths that can be mobilized.

#3 Ensure the collaborative involvement of women in the supervision process.

#4 Promote services that begin when women enter probation and continue after probation until they are no longer needed.

#5 Match services in accordance with risk level and need.

#6 Build links with the community and create a strong, accessible network of services.

#7 Implement supervision through a multidisciplinary case planning team, to include the probation officer, a resource advocate and an intervention specialist.

#8 Monitor progress and evaluate outcomes.

#9 Implement procedures to ensure adherence to the program model.

IMPLEMENTATION HIGHLIGHTS

The goal of the National Institute of Corrections' WOCMM initiative was to develop and evaluate evidence–based, gender-responsive services and supervision practices in response to growing demands from the field. The program also responds to the emerging body of literature on women offenders. Assignments to the program were made at the start of a new probation cycle, and those probationers who were eligible, but could not be accommodated on the WOCMM caseload, were flagged to become part of the comparison group. A specialized gender responsive assessment was also used in the delivery of services. Following an intensive period of training provided as technical assistance from the grant, the project began accepting probationers in July 2007. Highlights include:

- **CSSD dedicated eight full-time, gender-specific probation officers to WOCMM and four contracted staff, called resource advocates, who worked as a team.** Probation officers volunteered for and were trained for this assignment. All team members were trained in the same principles. Co-training team members was key.

Results indicate that the WOCMM clients have experienced an overall reduction in recidivism of 26 percent for new arrests during a 12-month period following the end of probation as a result of this new approach. There have also been demonstrated increases in human and social capital (across measures of health and well-being, social supports, etc.).

- **Caseloads do not exceed 35 women.** Dedicated caseloads have improved probation services, allowing officers to spend the time needed to address the unique needs and specific problems of women.

- **Client selection criteria**: Eligible women include those who are: 18 years and older; newly sentenced to probation for a minimum of 12 months; and score 22 or above on the LSI-R service and needs assessment form (in other words, high risk). Sex offenders and arsonists are excluded.

- **Participating officers are supported through a multidisciplinary team approach, with ongoing oversight provided by a dedicated WOCMM project field coordinator and implementation team of central office management staff**. The implementation team provides ongoing field oversight, coaching and mentoring, and quality assurance efforts.

- **The team at each demonstration site includes the probation officer (primary case manager), a resource advocate (ensuring linkages to a network of services for each probationer) and an intervention specialist who has been trained in delivery of gender-specific interventions**. The resource advocate and intervention specialist are contracted staff from the CSSD network providers at the demonstration sites.

Evaluation Findings

The principle National Institute of Corrections' investigative team for the WOCMM pilot program was Orbis Partners Inc., a research group from Ottawa, Canada. Orbis completed a two-part evaluation:

1) **A process evaluation** released in 2009, which reviewed the implementation stage; and

2) **An initial outcome analysis** released this past September that compared probationers who received WOCMM services for a minimum 12-month period with those who did not.

1. Process Evaluation

The process evaluation included a series of focus groups, interviews and document reviews conducted by Orbis Partners. The participants were WOCMM and non-WOCMM probation officers and supervisors, contracted staff and WOCMM and non-WOCMM probationers. The results of the process evaluation showed:

- There was considerable satisfaction by the officers and the contracted resource advocate staff in working with the model techniques and the recognition of tangible benefits for the female clients.

- Staff noted that the move from a traditional, condition-compliance style of supervision to a client engagement and strength-based approach was highly positive.

- There was fidelity in the implementation of the WOCMM model techniques.

- Contracted program directors noted that the enhanced collaboration with probation on the WOCMM caseload was very beneficial to their case management, and by offering a team approach to probationers, the requirements of AIC programming and services were reinforced.

- Client satisfaction with services and the WOCMM team approach, as well as with improved access to services and greater feelings of engagement with and trust of probation officers, was confirmed.

2. Outcome Evaluation

The outcome evaluation analyzed an exact match of 174 WOCMM probationers to 174 probationers who were not on the caseload. The two groups were almost identical in terms of various demographic data, which made the comparison statistically sound. The evaluation focused on measuring outcomes in recidivism and quality of life indicators.

Additional outcome results indicated:

- Increased, more productive officer contacts were made by the WOCMM staff reflecting Evidence Based Practice.

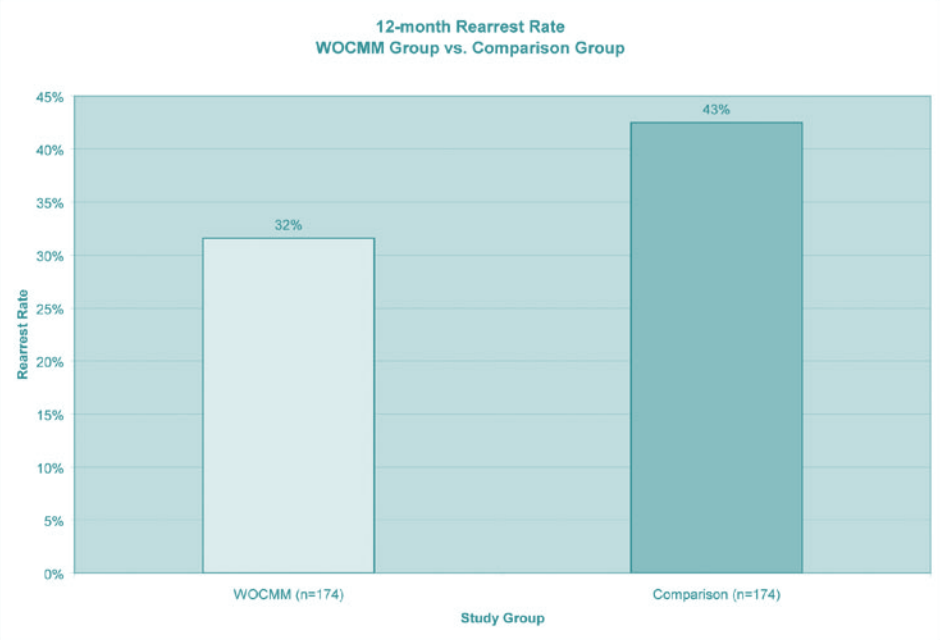
- The higher the frequency of Evidence Based Practice-consistent client contacts (as recorded in CMIS case notes), the lower the new arrest rates within the WOCMM sample.

- The use of a specific gender-responsive assessment tool to identify need areas specific to female pathways and life experiences, as well as indicating protective/strength areas, is important. This supplemental assessment allows supervision staff to make effective, targeted service referrals and enhances the case planning and management process for this population.

- There were gains in human and social capital strengths (parenting skills, self efficacy skills, social/family supports, etc.) for WOCMM involved women as measured through pre and post self assessments.

Summary

The WOCMM integrates several research-based, risk-reduction practices including motivational interviewing, engagement theory, assessment-based case planning and strengths-based case management. This evaluation successfully demonstrates that utilizing a female-focused approach and operationalizing all of the risk-reduction principles yields success in practice. The significant decrease in new arrests for WOCMM clients illustrates the efficacy of these techniques and is a great validation for the hard work that WOCMM officers, supervisors and contracted staff put in during the demonstration period. Moving forward, CSSD is eager to integrate WOCMM units into the system statewide. In doing so, CSSD can ensure that female clients will receive the most effective approach and services to improve protective factors, reduce risk and ultimately improve the lives of women and their families.



SANCTIONS UPDATE

2010

Court Support Services Division
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INSIDE *this issue*

Background 2

History of CSSD's Commitment to Risk Reduction 3

PROBATION TRANSITION PROGRAM 4

TECHNICAL VIOLATION UNIT 5

MENTAL HEALTH CASE MANAGEMENT UNITS 6

WOMEN OFFENDER CASE MANAGEMENT MODEL 8

ANYONE WISHING TO CONTRIBUTE ARTICLES OR IDEAS FOR ARTICLES TO THE SANCTIONS UPDATE ARE INVITED TO CONTACT JIM GREENE AT THE COURT SUPPORT SERVICES DIVISION AT 860-721-2175 EXT 3110.

ALTERNATIVE SANCTIONS PROGRAMS AND PROVIDERS IN CONNECTICUT

ADULT PROGRAMS

Access and Visitation
- AMPS, Inc.

Adult Behavioral Health Services
- Barbara Grover
- Community Health Resources (aka: North Central Counseling Services, Inc.)
- Community Prevention and Addiction Services, Inc.
- Connecticut Renaissance, Inc.
- The Connection, Inc.
- Family Re-Entry, Inc.
- Hockanum Valley Community Council, Inc.
- Midwestern CT Council on Alcoholism (MCCA)
- Morris Foundation, Inc.
- Natchaug Hospital
- Network Connecticut, Inc.
- New Directions, Inc. of North Central Conn.
- Perception Programs, Inc.
- Regional Network of Programs
- Rushford Center, Inc.
- Southeastern Council on Alcoholism & Drug Dependence, Inc. (SCADD)
- Stonington Institute
- Wheeler Clinic, Inc.

Adult Mediation Services
- Community Mediation, Inc.
- Community Partners in Action
- Dispute Settlement Center, Inc.

Adult Risk Reduction Center
- Wheeler Clinic, Inc.

Adult Sex Offender Treatment Services
- The Connection Inc.

Alternative Incarceration Center Services
- Community Partners in Action
- Community Renewal Team
- The Connection, Inc.
- Corporation for Justice Management, Inc.
- CSI Connecticut, Inc.
- CTE, Inc.
- Norwalk Economic Opportunity Now, Inc.
- Perception Programs, Inc.
- Project More
- Wheeler Clinic, Inc.

Bridgeport Domestic Violence Intervention Services
- Family Re-Entry, Inc.

Building Bridges
- Community Foundation of Greater New Haven
- City of Hartford

Community Court
- Community Partners in Action
- CSI Connecticut, Inc.

Community Service Officers
- Norwalk Economic Opportunity Now, Inc.
- United Community & Family Services
- United Way of Meriden & Wallingford, Inc.
- United Way of Greater New Haven
- Volunteer Center of Southwestern Fairfield County
- The Volunteer Center of Western Connecticut

Domestic Violence - Evolve (52 wk)
- The Consultation Center, Inc. (aka: CCB)
- Families in Crisis, Inc.
- Family Re-Entry, Inc.

Domestic Violence - Explore (26 wk)
- Association of Religious Communities, Inc.
- Families in Crisis, Inc.
- Family Re-Entry, Inc.
- Mandel Mellow and Went (dba: N.A.)
- Opportunities Industrialization Center (OIC) of New London County, Inc.
- Wheeler Clinic, Inc.

Drug Intervention Program
- Family Re-Entry, Inc.
- Hill Health Corporation
- Liberation Programs, Inc.
- Perception Programs, Inc.

Family Violence Education Program
- Association of Religious Communities, Inc.
- Catholic Charities/Catholic Family Services
- Community Health Resources (aka: North Central Counseling Services, Inc.)
- The Consultation Center, Inc. (aka: CCB)
- Family Re-Entry, Inc.
- Mandel Mellow and Went (dba: N.A.)
- Marianne Christiano
- Maxine L. Varanko (dba: FMHS)
- United Services, Inc.
- Wheeler Clinic, Inc.

Gender Specific - Female
- Career Resources, Inc.

Latino Youth Offender Services
- Catholic Charities/Catholic Family Services

Residential Services - Halfway House
- Corporation for Justice Management, Inc.

Residential Services - Jail Re-Interview
- The Connection, Inc.

Residential Services - Medical Detoxification
- Rushford Center, Inc.

Residential Services - Project Green
- CSI Connecticut, Inc.
- Project More

Residential Services - Substance Abuse Intermediate
- APT Foundation, Inc.
- Morris Foundation, Inc. - Morris House
- Rushford Center, Inc.

Residential Services - Youthful Offender
- CSI Connecticut, Inc.

Women and Children Services
- Community Renewal Team, Inc.
- The Connection, Inc.
- CSI Connecticut, Inc.

Zero Tolerance Drug Supervision Program
- Project More

JUVENILE PROGRAMS

Adolescent Clinical Treatment
- Catholic Charities/Catholic Family Services
- Connecticut Renaissance, Inc.
- Natchaug Hospital
- Wheeler Clinic, Inc.
- Yale University

Alternative to Juvenile Detention Program
- Community Renewal Team
- Community Partners in Action
- Corporation for Justice Management, Inc.
- St. Francis Home for Children, Inc.

Center for Assessment Respite Enrichment
- Connecticut Junior Republic
- St. Francis Home for Children, Inc.

Community Detention for Girls
- Community Partners in Action

Court Based Juvenile Assessment Services
- Campagna Associates, LLP
- Clinical Consultants of Connecticut
- The Connection, Inc.
- Natchaug Hospital
- Wheeler Clinic, Inc.

Hartford Juvenile Review Board
- Catholic Charities/Catholic Family Services

Juvenile Diversion Program Services
- The Connection, Inc.
- Family & Children's Agency, Inc.

Juvenile Mediation Services
- Community Mediation, Inc.

Juvenile Risk Reduction Center
- Connecticut Renaissance, Inc.
- CSI Connecticut, Inc.
- Forensic Health Services, Inc.
- The Village for Families and Children, Inc.

Juvenile Sex Offender Services
- The Connection, Inc.

Multi Systemic Therapy
- Connecticut Renaissance, Inc.
- Connecticut Junior Republic
- CSI Connecticut, Inc.
- NAFI Connecticut, Inc.
- Wheeler Clinic, Inc.