



**Department of Correction and Rehabilitation
Detention Services Division**

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**Montgomery County Department of Correction and Rehabilitation
Announces Pew-MacArthur Results First Initiative Report**

BOYDS, Md. – [The Montgomery County Department of Correction and Rehabilitation](#), is announcing the findings of a twelve-month program inventory effort conducted in partnership with [The Pew-MacArthur Results First Initiative](#), a project of The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation. The Results First Initiative focused on providing capacity building support to the Department as they reviewed the effectiveness of core programs and services for individuals returning to the community. A report showcasing results is issued from the Department (download report [here](#)).

“Our Department has prioritized incorporating evidence-based strategies in its service continuum to maximize the positive impact to the offender population and, in turn, the larger community,” said Director Robert Green. “We know that innovative and evidenced-based programs are essential for effective service strategies, as well as cost efficiencies, which is why we initiated this study. It was important for our Department to work with a credible third party like Pew to help us review our programs to be certain we’re investing in interventions that have demonstrated effectiveness.”

Conducted in three phases, the Results First Initiative initially inventoried eighty-six existing programs and services for the inmate population within the secured facilities of the Department’s Detention Services Division. The second phase reviewed a core group of thirty programs across eight categories in greater detail that focused on behavioral health interventions and specialized populations. In phase three, these core programs were compared against a national database of comprehensive evidence-based recidivism reduction programs. Of the thirty programs, eleven were matched as evidence-based programs with the highest ratings, and eight were rated as promising programs to meet the needs of individuals returning to the community. The remaining eleven were unmatched and unrated due to their unique customization to the facility populations. See *Comparative Evaluation Outcome Per Program Category and Rating chart*. *

Summary outcomes from the Department’s Results First Initiative reflect a strong combination of diverse programs that address the ever-growing spectrum of needs presented by criminal justice involved populations. While targeting priority risk factors and incorporating tailored service approaches, the Department’s core programs reflect evidence-based and promising practices with a subset that are uniquely implemented within the facilities.

“This is just the beginning as we ensure our programs work for our population to safely and effectively return individuals to our community. Our Department will use this data to identify and evaluate strategies to guide the county’s investment in future programming focused on recidivism reduction and desistance from criminogenic behavior,” said Director Green.

“The comparative analysis of our programs underlines support to continue our established efforts while also informing and shaping future service strategies,” said Kendra Jochum, Reentry Services Manager.

The Montgomery County Department of Correction and Rehabilitation has a firm foundation of program assessment data from the Results First Initiative that will support expanded focus on evidence-based practices and quantitative analytics. Next steps include:

- Focus on further evaluating its unrated programs to formalize the qualitative effectiveness known from direct practice;
- Standardize pre-post evaluations for program participants;
- Implement a standardized risk and needs assessment process for all individuals in custody and targeting program interventions to meet individual needs during their incarceration;
- Norming evaluations in the context of assessed risk level and needs of the offenders served; and
- Coordinate programs considering reduced length of stay in custody and connections to additional programs and services with the Department’s Community Corrections Division.

***Comparative Evaluation Outcome Per Program Category and Rating**

| Program Category | Number of Programs Advanced to Phase II/III | Evidence-based Rating | Promising Program Rating | Unrated |
|--|---|-----------------------|--------------------------|---------|
| <i>Totals</i> | 30 | 11 | 8 | 11 |
| <i>Mental Health Services</i> | 4 | 4 | | |
| <i>Clinical Assessment and Transitional Services</i> | 1 | 1 | | |
| <i>Re-entry Case Management Services</i> | 1 | 1 | | |
| <i>Jail Addiction Services</i> | 3 | 1 | 1 | 1 |
| <i>Choices For Change</i> | 8 | 1 | 2 | 5 |
| <i>Identity Youth Services</i> | 8 | 1 | 3 | 4 |
| <i>American Job Center</i> | 3 | 2 | | 1 |
| <i>Volunteer Services</i> | 2 | | 2 | |

About the Department

Since 1972, the Montgomery County Department of Correction and Rehabilitation has focused on protecting and serving the residents of Montgomery County, Maryland and the general public by providing the incarcerated population with progressive and comprehensive correctional, rehabilitative, and community based reentry services.

About The Pew-MacArthur Results First Initiative

The Pew-MacArthur Results First Initiative, a project of The Pew Charitable Trusts and the [John D. and Catherine T. MacArthur Foundation](#), works with states and localities to implement an innovative cost-benefit analysis approach that helps them invest in policies and programs that are proven to work.

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Pew-MacArthur Results First Initiative

**MONTGOMERY COUNTY
DEPARTMENT OF CORRECTION AND REHABILITATION
DETENTION SERVICES DIVISION**

2017

The Results First Approach

The Pew-MacArthur Results First Initiative, a project of The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation, works with states and localities to develop the tools policymakers need to identify and fund effective programs that have been proven to work. Using innovative and customizable methods, Results First partners learn to:

- Create an inventory of currently funded programs;
- Review which programs work;
- Use evidence to inform spending and policy decisions.

Taken together, these efforts have helped leaders make more informed decisions, ensuring that resources are directed toward effective approaches.

This report presents the results of an analysis based on the first steps of the Results First approach with the creation of a comprehensive program inventory to understand what programs are being offered in a given agency or policy area – and then matching those programs to the literature to determine whether they are likely to be effective.

Montgomery County Department of Correction and Rehabilitation, Detention Services Division

The Montgomery County Department of Correction and Rehabilitation has long maintained a priority to support facility based programs and services in order to assist individuals returning to the community. While custody and security is essential to maintaining a stable and safe facility, the incorporation of programs and services throughout the facility provides individuals sound opportunities for education, skills development, and enrichment. The Department has prioritized incorporating evidence based strategies in our service continuum in order to maximize positive impact to the offender population and in turn the larger community. Innovative and evidence based programs are essential for effective service strategies as well as cost efficiencies- it is prudent to invest in interventions that have demonstrated effectiveness. The scope of our efforts is realized through a comprehensive understanding of our programs and services. The comparative analysis of our programs to the evidence-base using the Results First approach further underlines support to continue our established efforts while shaping future service strategies.

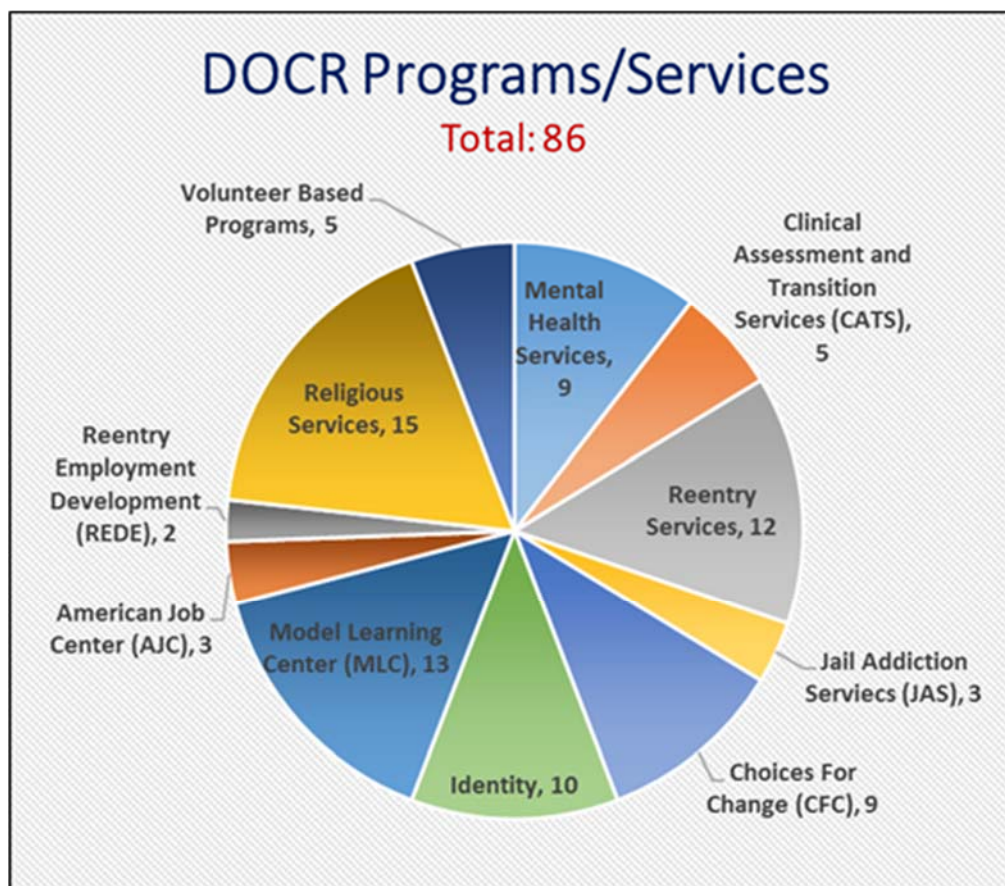
Results First Findings

Through the application the Results First comprehensive review, the Department focused on existing programs and services available to the inmate population within the secured facilities of the Detention Services Division. A core workgroup comprised of facility program staff conducted the three phases of the Results First Program Inventory approach to apply and determine effectiveness of our current service strategies. The product of these three fundamental phases reflects a compounded summary of focused program information.

Phase I: Program Inventory of Basic Information

The master program inventory produced a comprehensive and tangible listing of our programs and services within our Detention Services Division. **A wide intervention spectrum of 86 programs and services spanned 11 distinct program areas.** This considerable number of programs and services are supported through a compliment of facility staff, government and nonprofit contractors, and community volunteers. The focused interventions across a wide range of specializations reflects our ability to provide targeted services meeting the individuals needs of the population served.

Figure 1- MCDOCR Detention Services Intervention Programs Per Discipline Category



Phase II: Detailed Program Information on Select Interventions

A core group of 30 programs across 8 categories focused on behavioral health interventions and specialized populations were selected to advance to the scrutiny of Phase II. These selected programs additionally met traditional characteristics to include scheduled, formalized curriculums beyond the broader general focus of service interventions included in Phase I. These core programs aim to achieve specific outcomes which include positive engagement, increased motivation, provide information and resources, and insight development leading to behavior change in addition to reducing recidivism.

Phase III: Comparison Matching to the Evidence Base

A number of national clearinghouses provide a growing body of program reviews and research outcomes rating program effectiveness with an ultimate focus on establishing ‘what works’ in recidivism reduction. These national clearinghouses provide an opportunity for local impact evaluations to match programs to those found in their evidence bases.

While comparisons do not replace county-specific rigorous research evaluations, using existing evaluations can provide reliable alternatives with an assumption of parallel fidelity in how programs are delivered, the audience, and the content. Collectively these national clearinghouses review and summarize rigorous evaluations of interventions and assign ratings to them based on the evidence. Using the Results First Clearinghouse Database, a one-stop online resource that provides information on the effectiveness of various interventions as rated by eight national clearinghouses, the MCDOCR project team was able to identify effective **evidence based programs** as those with the highest ratings reflecting strong rigor and superior research to support their findings. **Promising programs** are similarly identified with positive impact and received the second-highest ratings on each clearinghouse’s scale. **Unrated programs** reflect no parallel matches within a national clearinghouse that incorporate the same implementation and delivery as those researched and cited. This neutral category is considered a recommendation for further evaluation research to measure the true effectiveness of an intervention program even if it is a near but not exact match to evidence based programs cited within a national clearinghouse. Of the 30 programs advanced to Phase III comparative evaluations, there were 11 rated as evidence based, 8 rated as promising programs, and 11 unrated programs unmatched in the available research literature.

Figure 2: Comparative Evaluation Outcome Per Program Category and Rating

| Program Category | Number of Programs Advanced to Phase II/III | Evidence Based Rating | Promising Program Rating | Unrated |
|--|--|------------------------------|---------------------------------|----------------|
| <i>Totals</i> | 30 | 11 | 8 | 11 |
| <i>Mental Health Services</i> | 4 | 4 | | |
| <i>Clinical Assessment and Transitional Services</i> | 1 | 1 | | |
| <i>Reentry Case Management Services</i> | 1 | 1 | | |
| <i>Jail Addiction Services</i> | 3 | 1 | 1 | 1 |
| <i>Choices For Change</i> | 8 | 1 | 2 | 5 |
| <i>Identity Youth Services</i> | 8 | 1 | 3 | 4 |
| <i>American Job Center</i> | 3 | 2 | | 1 |
| <i>Volunteer Services</i> | 2 | | 2 | |

Figure 3: MCDOCR Phase III Comparative Evaluation Outcomes

| Program Name | Program Description | Annual Capacity | Clearinghouse |
|---|--|--|---|
| MENTAL HEALTH SERVICES (MHS) - DOCR Crisis Intervention and Step-Down Units serving individuals experiencing acute, severe, and persistent mental illness who are not suitable for general population units. | | | |
| MHS-Emotional Regulation Group (DBT) | Skills group: Learn to regulate emotions; Identify and label emotions; Identify obstacles to changing emotions; Increase positive emotional events; increase emotional mindfulness; Take opposite action; Build mastery/competence; Develop healthy habits; Accept and let go | ~ 48 | National Registry of Evidence-Based Programs & Policies |
| MHS-Distress Tolerance (DBT) | Skills group: Learn to accept pain/stress; Engage in positive activities; Contribute to others/community; Compare to worse situations; Think of positive/other events; Self soothe; Improve the moment; Look at pros and cons; Be open to effective action; Radically accept for what is | ~ 36 | National Registry of Evidence-Based Programs & Policies |
| MHS-Interpersonal Effectiveness (DBT) | Skills group: Effective interpersonal problem solving; 1) Engage in objective effectiveness (learn to describe, express, assert, reinforce, be mindful, appear confident and negotiate); 2) Engage in relationship effectiveness (learn to be gentle, interested, validate and be easy mannered); and 3) Enhance self-respect by your behavior (be fair, apologize as appropriate, stick to your values and be truthful). | ~60 | National Registry of Evidence-Based Programs & Policies |
| MHS-Mindfulness (DBT) | Skills group: Learn to be mindful; Using one's Wise Mind; Being non-judgmental; Being fully in the moment; Focusing on what works/effectiveness; Observe/Describe/Participate Exercises | ~36 | National Registry of Evidence-Based Programs & Policies |
| Clinical Assessment & Transition Services (CATS) - MCDOCR contract with MCHHS for onsite staff providing intake assessment, diversion, and reentry transition services to Montgomery County residents with mental health concerns. | | | |
| CATS- Comprehensive Reentry Project | The Comprehensive Reentry Project (CORP) is a new grant funded project that has been recently implemented by Health and Human Services in collaboration with DOCR, and various community based treatment and service providers. This grant targets offenders with co-occurring Substance Abuse and Chronic Mental Health issues that are over the age of 18, Montgomery County residents, recidivists, have a documented mental illness and/or co-occurring substance abuse disorder and have no barriers to release (i.e. no detainees or other pending legal matters. They are referred to out-patient and inpatient treatment, housing resources, medical professionals, based on needs. Housing and ongoing community based support is the primary focus of referrals for clients. | CATS:2200 CORP: 200 | What Works in Reentry Clearinghouse |
| Reentry Services - Providing individual and group services to individuals preparing for release and return to the community. | | | |
| Reentry- Individual Case Management Services (RCM) | Reentry Case Management is provided to sentenced inmate participants with a priority to those who are within six months of release. Using Evidence Based Practices, multidisciplinary services are targeted based on Proxy Service Level, length of stay in custody, and assessment of individual risks and needs. | 2015- 1,014 individual inmate clients served | What Works Reentry Clearinghouse |

Jail Addiction Services (JAS) - JAS in partnership with the Department of Corrections and Rehabilitation, offers Addiction Treatment and Education, and is a licensed Correctional Level II.5 program. JAS approaches addiction as the Disease Concept to be treated, taking away the moral & judgmental issues. JAS offers alternative modes to recovery including 12 Step, All Recovery & Medication Assisted Treatment: Vivitrol Education. JAS therapists use Motivational Interviewing & CBT to evaluate and deliver services to clients.

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| <p>JAS- Education Classes and Aftercare Groups</p> | <p>Substance Abuse Education Phase-: For the first 8 weeks of treatment, participants attend two 90 minute psycho educational groups a week, to learn about 8 Core topics of Substance Abuse: Recovery, Relapse, Addiction & the Family, Criminal Thinking, HIV/AIDS, Therapeutic Community, Disease Model of addiction, and Denial & Defense Mechanisms. After Completing Education phase, and 3 basic Task group assignments (Autobiography, First Step & Recovery Plan), participants will transition to After Care group for the remainder of their incarceration & while in JAS. This group processes with therapists the issues related to recovery, even after the drugs and alcohol are not being used. Family issues, relapse prevention, are some common topics that may be discussed.</p> | <p>2015-326 individual inmate clients served</p> | <p>What Works in Reentry Clearinghouse</p> |
| <p>Specific Components of JAS Program that is ongoing for Duration of stay in the jail and JAS</p> | <p>Task Groups: Therapists meet with their caseloads; assignments presented and reviewed. Care coordination Group- Discuss Re-entry, resources & recovery plan. Community Meeting-All Staff meet with Community to discuss issues and refocus on program. Treatment Review- Staff meets with peer leaders to review weekly behavioral progress and select weekly assignments. Peer leader meeting- Staff meets with peer leaders to support, resolve issues and guide on leadership skills. Healing session- Staff oversees inmates addressing issues with each other. Orientation group- Staff meets with new comers to orient effectively into the program. Yoga class- volunteer teaches a group on basic Yoga & breathing. Meditation class- Volunteer teaches basic of medication and breathing. AA/NA meetings- self-help groups lead by volunteers. Pharos & Sista's groups- Sex Education & Community resource lead by HHS staff. Individual Therapy- weekly basis, JAS Therapist reviews treatment plan, support and processes individual issues. Orientation- once a week, JAS staff orients inmates from general population.</p> | | <p>N/A</p> |
| <p><i>Choices for Change (CFC) Male and Female Program Populations</i> - Offered to Men's Youthful Offender Unit W21 and Women's Program Unit N22. The Carey Guides are utilized by the male offenders and utilize evidence based practices that were developed by Corrections Professionals. By working through various exercises, referred to as "Tools", offenders can learn the skills they need to make positive changes in the future. Additionally, the Carey Guides provide a method for staff to assist offenders in identifying their criminogenic needs. The Female Program utilizes Moral Reconciliation Therapy which is an evidenced based CBT. The MRT steps are designed to assist the offender with making decisions that are based on higher levels of Moral Reasoning.</p> | | | |
| <p>CFC- Carey Guides</p> | <p>The Choices for Change Program is based upon the Carey Guides which enables offenders to recognize and begin to understand the personal and environmental factors which have contributed to their anti-social and criminal behavior.</p> | <p>768</p> | <p>Crimesolutions.gov</p> |
| <p>CFC- Artivate/Class Acts Arts</p> | <p>Artivate offers art based learning that motivates and invites participation through performances, workshops and residencies.</p> | <p>260</p> | <p>N/A</p> |
| <p>CFC- Voices Workshop</p> | <p>Voices is grounded in the theory of Reasoned Action. The group is a video based HIV/STD prevention workshop designed to encourage condom use and improve condom negotiation skills among African American and Latino adults.</p> | <p>120</p> | <p>N/A</p> |

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| CFC- W21 Smart Recovery | Self-Management and Recovery Training allows the offender to learn and use SMART Recovery techniques to address addictive and self-defeating behaviors. | 144 | N/A |
| CFC- RealCare Parenting Workshop | Workshops teach basic information and skills required to provide infant care. | 60 | NA |
| CFC- Moral Reconation Therapy | A 12 step program that utilizes a cognitive behavioral therapy that emphasizes personal responsibility and learning how to make better decisions on a higher moral level. | 384 | National Registry of Evidence Based Programs and Practice |
| CFC- N22 SISTA: Sisters Informing Sister About Topics on Aids | The programs goal is to prevent new HIV infection or reinfections among women. The group provides HIV education to include HIV transmission and risk reduction through assertiveness and communication. | 30 | www.crimesolutions.gov |
| Identity Youth Services - This program supports young inmates with a broad range of services, including workshops on behavior modification, conflict resolution, anger management, and problem solving. These activities engage inmates in interactive skills-building exercises and provide them with the tools and resources necessary to re-enter society upon release. The programs also provide case management services to inmates' family members who are residing in the County. | | | |
| Identity- Noble Youth | Group: A Rites of Passage, Character Development Program, Life Skills Development | 60 | National Registry of Evidence-Based Programs & Policies |
| Identity- Noble Youth Advanced | Group: A Rites of Passage, Character Development Program, Cultural, Character, Identity Development | 20 | National Registry of Evidence-Based Programs & Policies |
| Identity- Spanish Literature Reading Club | This group-level intervention is designed for Spanish-speaking inmates. It explores literature from different authors, periods and writing techniques. It assists inmates in creating a connection between stories the characters go through, and the inmates own challenges in life. | 60 | N/A |
| Identity- Self Discovery | Group: Self Esteem boost program | 20 | N/A |
| Identity- Financial Literacy Workshop | Group: focused in baking basics, credit and financial planning. | 80 | N/A |
| Identity- Healing Art | Group: Healing through art and paint program. | 60 | N/A |
| Identity- Street Smart | Is an HIV/AIDS and STD prevention program for youth. This is an adaptation of a CDC model program. Through our intervention, we hope to support vulnerable youth and young adult Latino inmates to reduce their risk behaviors. | 30 | Promising Practices Network |
| Identity- Fatherhood Program | Serving to young Latino incarcerated Dads with the following primary objective: To help them to develop and maintain healthy relationships with their children, spouses or partners during incarceration and upon reentry and help young Latino fathers acquire basic life skills necessary for leading a socially productive life upon reentry without further criminal activity | 20 | National Registry of Evidence based programs and practices |
| WorkSource Montgomery American Job Center (MCCF AJC) - Center provides pre and post release job search and employment skills development; and quality coaching throughout the job search process upon release. Montgomery County, Maryland has enhanced its offender employment services as part of a larger "re-entry for all" initiative in MCDOCR. | | | |

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|---|--|---|---|
| MCCF AJC Job Readiness Program (Male and Female) | Assist individuals in understanding the world of work and meeting employer expectations to achieve their return on investment (ROI). Participants can explain one's individual skills, interests, and abilities in the context of seeking employment. | 250 | What Works in Reentry |
| MCCF AJC Job Search Program (Male and Female) | Apply strategies learned in order for participants to conduct competitive employment interviews and follow-up activities. Develop skills to create and utilize a marketable resume. | 250 | What Works in Reentry |
| MCCF AJC Personal Development Program (Male and Female) | Participants develop a plan that provided the framework necessary to use as a guide to optimize and capitalize on existing skills and capabilities. Developed steps to maintain success on the outside. Participants develop skills to overcome obstacles to success and are able to work through the step-by-step guides to shifting paradigms. | 250 | N/A |
| Volunteer Services - Community members giving of their time to lead religious, educational or self-improvement programs. | | | |
| Alcoholics Anonymous | This program is a support group for men who have the desire to stop drinking. | Up to 25 per session open groups | California Evidence Based Clearinghouse - for Child Welfare |
| Inside Out Dad | This program is designed to increase knowledge and change attitudes about fathering and parenting. | Up to 25 per program held twice a year | NREPP |

Discussion and Recommendations

Following our mission mantra of 'Reentry for All', the Montgomery County Department of Correction and Rehabilitation provides a strong combination of different programs that address the ever-growing spectrum of specific needs of the criminal justice involved population returning to the community. While targeting priority criminogenic risk factors and needs, the Department maintains a focused but tailored approach to programs and services.

Our Phase III comparative evaluation affirmed a majority of our core programs reflect evidence based and promising practices as well as a subset of programs uniquely implemented to meet the needs of our population. We will next focus on these unrated program areas to pursue further evaluation to formalize the qualitative effectiveness we know from direct practice.

Additional elements for consideration in context of our own local population to include

- Standardizing pre-post evaluations for program participants,
- Globally implementing a standardized risk and needs assessment process to all individuals in our custody and targeting program interventions to meet individual needs within their period of incarceration,
- Norming evaluations in the context of assessed risk level and needs of the offenders we serve,
- Coordinating program strategies considering reduced length of stay in custody and connections to the additional program and services within our Community Corrections Division.

The Pew Results First approach provided a firm foundation of program assessment information as our Department focus on evidence base practices and quantitative analytics continues to expand.