

A N N U A L R E P O R T

**STATE OF NEW JERSEY
DEPARTMENT OF CORRECTIONS
DIVISION OF POLICY AND PLANNING
BUREAU OF PAROLE**

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Fiscal Year July 1, 1988 - June 30, 1989



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STATE OF THE BUREAU

MISSION

As a component of the Division of Policy and Planning, Department of Corrections, the Bureau of Parole's mission is to reduce instances of crime and delinquency committed by conditionally released offenders.

GOALS AND OBJECTIVES

Goal #1 - To provide leadership to assure the effective and efficient management of the Bureau of Parole.

Objective #1 - Train 100% of professional employees in casework and law enforcement. Train 100% of clerical employees in appropriate and supportive clerical functions. Identify problems in district offices and develop systems for problem resolution. Assure that the statistical data which is collected enables the agency to ascertain the extent to which the Agency is accomplishing its mission.

Goal #2 - To assist offenders in their rehabilitative efforts.

Objective #1 - To provide financial assistance to all parolees in need. 80% of the capable aggregate caseload assigned to the Agency will be engaged in one or more of the following activities: educational, vocational or employment. 90% of inmates released to parole will have viable plans. To assess needs of all offenders. Develop case plans for inmates to be released on parole which include recommendations for supportive conditions of parole. Develop problem statements and case plan objective for all offenders under the active supervision of the Bureau of Parole. To collect 100% of the revenue owed by conditionally released offenders, who are capable of making payments.

Goal #3 - To monitor offender behavior to protect the public.

Objective #1 - Respond to all instances of parole violation. To advance the supervision status of at least 30% of the caseload so that more officer time is available for multi-problem cases. To conduct random urine analysis in order to detect drug abuse.

Goal #4 - To identify and remove from the community, offenders who are deemed to pose a threat to the public safety.

Objective #1 - The number of parolees on whom the revocation process is initiated, absent new criminal charges will be 70% of the total number facing revocation. To investigate, locate and apprehend 10% of offenders who are missing from supervision. To arrest 10% of offenders who have violated conditions of their release from confinement.

ANTICIPATED NEEDS AND ISSUES

Responsibilities created by statute and Administrative Code along with the Bureau efforts to increase its responsiveness to demands placed upon its services continue to require additional personnel and equipment.

Past year funding allowed for staffing patterns of individual caseloads with a ratio of 73 parolees per parole officer. In many instances, special conditions mandate that cases be maintained on intensive supervision. Other special conditions require a certain amount of referrals and monitoring to assure compliance. Parole officers supervising such caseloads must also attempt to collect revenue, conduct field investigations, monitor the Furlough/Work Release Program and assure that institutional parole services are available to each of the county correctional release facilities. Present experimentation may lead to modification to the traditional caseload concept.

Modifications to the Parole Act have provided the authority for Parole staff to make arrests on certain alleged parole violators. However, statute does not allow the use of weapons by parole officers. Given the great variation of physical and psychological characteristics of present staff, the need for a surveillance/apprehension squad attached to each office is foreseen. Specially trained personnel meeting predetermined physical and mental capabilities and provided with the necessary equipment would be responsible for the apprehension and transportation of delinquent parolees whenever possible. The activities of this unit would free other officers for casework activities and reduce the risk of harm present when unarmed officers might try to make arrests of parolees.

Until such time as surveillance/apprehension squads become available, a need exists to modify Parole Bureau vehicles so as to allow the transportation of arrested parolees with reduced risk to parole officer safety. The purchase and installation of security screens so that an arrested parolee placed in the back seat of a vehicle could not attack an officer on the front seat would have a great bearing on officer safety during times when prisoners are being transported. Further, with the use of larger cars in the Bureau's fleet, the need to become physically involved in placing the parolee in the rear of the vehicle lessens. Increased types of restraints for use on the arrested parolee in conjunction with the security measures installed on larger vehicles would be the initial steps in attempting to assure officer safety.

The use of radios may also be considered as a major step in reducing the risk of harm which might occur to a parole officer on field assignment. Available to the Bureau with a major expenditure is a statewide system of communications which would allow an officer entering a dangerous area to register at the time and location of his entrance into the zone and anticipated time of leaving it. If the dispatcher has not been contacted within that time frame, his initiation of contact with local law enforcement would bring assistance to the scene. Similarly, radio equipment is equipped with a push button mechanisms which when activated immediately transmits a signal of the location of that radio and the officer to which it is assigned and it may be taken as an indication of an immediate need for assistance.

At the present time, the Bureau houses two district offices in an area originally negotiated for one. Since arrangements have been made for the housing of District Office No. 2 in its present facility, District Office No. 13 has been established and additional staff, equipment and parolees have been assigned to the area. As a result, the facility has become overcrowded and working conditions less than desirable. A free standing District Office No. 13 located in its own catchment area in the City of Newark is seen as the most practical solution to the problem.

The Bureau's involvement in the urine monitoring of parolees has steadily increased. It is estimated that some 20,000 tests are completed during the course of the year as a result of special conditions requiring random and

frequent urine monitoring. Recently, the Bureau has been required to provide for confirmatory testing of initial screens with chain of custody in those instances where positive results may lead to loss of freedom. As a result, the available funding for this activity will have to be greatly increased in order to meet the need. Presently allocated into the Bureau's Health Services Account, a separate identifier for the program might show that expenditures in this activity alone may approach a quarter of a million dollars in the not too distant future.

Several years back the Bureau was selected to administer a Financial Aid Program to supplant both the former institutional Gate Money System and the Bureau's Mini-Grant Program. As the number of inmates being paroled and maxing from institutions has increased, the allocation into this account has not. During the course of the past year, the Bureau's only housing facility was phased out and the need to increase the money available for financial aid to former inmates in order to meet demonstrated needs is critical.

The Parole Revocation Process is complex with many legal ramifications. Bureau senior parole officers acting as probable cause hearing officers are required to make determinations on presentations by prosecutor representatives and public defenders. Over 2,500 hearings are conducted by Bureau representatives each year. As a result, the need is seen for a special unit of probable cause hearing officers to replace the senior parole officers presently conducting the initial hearings and who must share their time in performing a variety of other responsibilities. Staff of the proposed Probable Cause Hearing Officer Unit would have as their sole assignment conducting Probable Cause Hearings and preparing the necessary decisions in a timely fashion. Divorced from other responsibilities and mobilized, each hearing officer might be responsible for two district offices bringing to the job expertise that only experience and specialization might develop. As statute has demanded a greater exchange of information and coordination with the Office of the County Criminal Case Managers, the public defender, the State Parole Board and state required advisors, adequate time for the hearing officer to properly perform must be allowed. In addition, such a unit could well serve the Bureau by reviewing cases as a mechanism to critique supervision procedures and strengthen casework.

The aforementioned Probable Cause Hearing Officer Unit may well report to a Bureau legal advisor. As various elements of hearings and other aspects of Bureau involvement become more complex, the need for legal advice perhaps on an on going basis becomes more evident. It might be conceivable in certain instances to have parole officers consult with the legal advisor on allegations of parole violations and other issues. This counsel might further represent the Bureau at either or both selected Probable Cause or Final Revocation Hearings. As liaison with the Office of the Attorney General, questions concerning a variety of issues might receive prompt resolution.

The Bureau's need for bookkeepers and other fiscal officers cannot be overstated. Management has long seen the need for these positions to properly administer such programs as revenue collection, financial aid, inmate wages, travel expenses and like programs involving financial expenditure. During the course of the past fiscal year, several of the Bureau's programs were audited by the Office of Legislative Services with recommendations that certain accounting procedures be implemented. Without the assignment of such trained experts in fiscal matters who have the time to perform the necessary procedures, existing Parole staff can do little more than they are presently required. As the numbers of parolees and

inmates grow requiring some type of financial services so too will the need for financial officers in the Bureau.

Similarly, the need for data entry operators continues to become greater with each passing year. The Bureau's involvement in the BSP/SA has lead to the implementation of an automated data system which require the entrance and retrieval of extensive data in order to be effective. The Revenue Collection Program alone might be streamlined with the introduction of both data entry operators and bookkeepers. Such a fiscal accountability package has been sought over the past several years without success.

Particularly in need of increased staffing is the Central Office Revenue Unit. Year end staff at times finds it difficult to do the proper bookkeeping for the receivables on any given day. Many of its other functions in servicing the district offices and other community agencies have been diminishing simply to maintain the bookkeeping involved on payments received. Until such time as both bookkeepers and data entry operators might be introduced to the Central Office Revenue Unit, additional parole officers must be considered as an alternative.

Similarly, the Revenue Collection and Service Unit involving all the Bureau units has been structured from existing staff. This responsibility has placed additional strain upon field personnel and upon the discharge of supervisory/investigative responsibilities towards parolees and inmates. In the recent past, activities have been expanded to include new obligations imposed by statute. Further, the Bureau has become extensively involved in handling both client and state funds. Again, the need for a Fiscal Accountability Unit equipped with bookkeepers and fiscal analysts to be assigned to each of the district offices and Central Office becomes more apparent. Money is collected from parolees in each of the field sites in payment of revenue obligations. The same field sites manage the financial aid account, disburse inmate wages, account for health service fund expenditures, reimburse staff for expenses in petty cash and accept reimbursement from parolees for financial aid previously extended.

The scope and complexity of Bureau activities has steadily increased. The latest responsibilities include the anticipated electronic surveillance of selected cases, the collection of additional revenue obligations and the assessment of and appropriate response to several thousands of parolee arrests annually. Additionally, the Bureau is now charged with the responsibility of overseeing the supervision of over 1000 New Jersey parolees and maximum expiration cases resident out of state who still owe revenue obligations. While there have been modest increases in field staff over the years, supervisory roles have remained static. The Bureau's range of activities from furlough to revenue collection; from specialized caseloads to investigation/supervision; and the arrest, return of parole violators involves issues sufficiently complex that an increase in the number of supervising personnel is necessary if their function is to remain substantially effective. Each district office should have at least two assistant district parole supervisors.

The parolee population in some district offices exceeds 1,500. The establishment of an additional district office would put service closer to the source of need for both state and county parolees and offenders released at expiration of maximum sentence. The office would be located in a north eastern county in order to reduce the population and activities in several of the present district offices. As the size of the district offices are reduced, supervision of both employees and parolees becomes easier. Ideally, district offices should not exceed over 1,000 cases and according to the accreditation standards, a supervisors span of control is

ideally set at six which might be increased depending upon the experience of staff.

A full time training unit is necessary for the professional growth of employees. New duties, new programs, changes in the pertinent statutes and administrative code refinement have exposed staff to a variety of procedural changes which demand specific training if response is to be adequate. Professional growth of the Bureau's 400 plus employees should no longer be assured by pressing line staff into the additional duties of attempting to keep personnel conversant with law enforcement, legal and correctional state of the art.

Finally, a small Research Unit may be appropriate. In making comparisons with control groups, experimental programs might be discarded or expanded according to the results. In other instances, the need for modification might be determined and reported to Bureau management for a more effective program implementation. The unit could examine a variety of data concerning parolees and perhaps make determinations as to factors of crime cause and prevention of transgression.

MAJOR UNITS

Central Office

The Central Office is the Administrative Unit of the Bureau of Parole. It is staffed by the Chief, two assistant chiefs, several supervising parole officers and the coordinators of specialty programs such as Revenue Collection, Volunteers in Parole, and Information Systems. The IPO program is administered by a supervising parole officer while others are responsible for coordinating efforts to train Bureau staff. Methods of implementation for innovative projects and means of dealing with the resolution of problems are also the responsibility of the administrative staff. Necessary research is conducted and efforts are made toward public information and education by the Central Office staff. Overall, this particular unit is concerned with the efficiency and effectiveness of the Bureau and staff makes visits to field sites in order to remain conversant with and/or identify problems in the operational units. Audits are conducted to assure quality control and feedback elicited for use in policy making decisions.

District Offices (13)

District offices are strategically located in the areas of heaviest population concentration for particular catchment zones. Each office has a supervisor, his/her assistant, various field staff and their clerical support. From these offices come the activities attendant to the supervision of a daily average of some 18,000 parolees from New Jersey penal and correctional institutions and certain county jail cases, training schools and from out of state institution who reside in New Jersey while completing a parole obligation. Services are also provided to inmates released at expiration of their maximum sentence. District staff also complete all those field functions attendant to Departmental Furlough, Work-Study Release and Juvenile Home Visit Programs. Revenue payments by parolees are received and processed in the district offices.

Institutional Parole Program

The institutional parole office staff, housed in the fourteen major New Jersey institutions, services all penal and correctional institutions, and the training schools at Jamesburg and Skillman. Staff members conduct personal interviews with inmates to resolve problems, assist in preparation

of pre-parole plans and provide detailed pre-release instructions and counseling. Parole staff members have an additional assignment, that of providing institutional parole office services to county correctional institutions and to various community release/residential centers.

Parole Resource Office and Orientation Facility (PROOF)

Operated solely by the Bureau of Parole and located in a public housing project in Jersey City, PROOF provides a service as a community based facility which supplies total support to parolees who are experiencing difficulty. For the recent institutional releasee, PROOF can provide a transitional phase back into the community. As an alternative to incarceration for those who have become involved in community problems with which they cannot adequately cope, an opportunity is offered the parolee to reside at PROOF, and participate in a program of social diagnosis and treatment on a 24 hours a day, 365 days a year basis.

This program has been phased out of Bureau operations on June 9, 1989 as the fiscal year began to draw to a close, as it was found to be too expensive and the essential services provided by this facility was available to parolees through other community agencies.

GOVERNOR'S 1989 BUDGET RECOMMENDATIONS

The following is an excerpt from the Governor's budget recommendations for Fiscal 1989. Section #7010 contains the recommended appropriations for the Office of Parole and Community Programs. Care must be taken to separate the various community programs from the Bureau of Parole's budget. The other centers are not part of the Bureau and are, in fact, accountable to various other divisions.

Refer to pages 7, 8 and 9 following

26. DEPARTMENT OF CORRECTIONS--Continued

10. PUBLIC SAFETY AND CRIMINAL JUSTICE

18. JUVENILE CORRECTIONAL SERVICES

-----Year Ending June 30, 1988-----					Year Ending June 30, 1990-----			
Orig. & (S)Supplemental	Reapp. & (R)Rec	Transfers (E) Emergencies	Total Available	Expended	Ref Key	1989 Adjusted Approp	Requested	Recom-mended
25	---	---	25	25	Grants--			
					Juvenile Resource Center,			
					Camden	50	25	25
30	---	---	30	30	Somerfields Treatment Center	30	30	30
55	---	---	55	55	<u>Total Grants</u>	80	55	55
18	3	192	213	15	Additions, Improvements and Equipment	18	22	22

OTHER RELATED APPROPRIATIONS

Federal Funds

---	{ 49 40 R }	354	443	418	Juvenile Community Programs	758	724	724
---	89	354	443	418	<u>Total Federal Funds</u>	758	724	724

All Other Funds

---	{ 833 149 R }	3,084	4,066	2,808	Juvenile Community Programs	4,208	5,317	5,317
---	982	3,084	4,066	2,808	<u>Total All Other Funds</u>	4,208	5,317	5,317
8,259	1,075	5,377	14,711	12,969	<u>Grand Total</u>	16,159	22,428	19,534

(a) The 1989 appropriation has been adjusted for the allocation of the salary program.

10. PUBLIC SAFETY AND CRIMINAL JUSTICE

17. PAROLE AND COMMUNITY PROGRAMS

7010. OFFICE OF PAROLE AND COMMUNITY PROGRAMS

OBJECTIVES

1. To carry out, in the community, programs of conditional release from custody, i.e. furlough, work/study release, which assist institutionalized offenders in reintegrating into the community and preventing their further involvement in the formal institutionalized correctional process.
2. To provide supervision of parolees by making available the necessary assistance, guidance and controls required for community living.
3. To provide residential/community service and treatment programs for reintegrating institutionalized offenders into the community.

Program Classifications

03. Parole--Supervises all juvenile and adult parolees from state and county institutions and those entering New Jersey from other states. Investigates parole plans, work/study release and furlough sites. Completes executive clemency and extradition investigations for the Executive Office. Collects fines, penalties, and restitution from offenders for deposit into the General Treasury. Obtains treatment for, and provides control over, parolees. Has field offices throughout the State, and institutional parole offices in all major institutions. Provides pre-release services at institutions' satellite units and at county institutions.
04. Community Programs--Includes the provision, coordination and supervision of all Department community-based operations for adult inmates. Programs include half-way houses for adult male and adult female prisoners and a residential unit for parolees as an alternative to further correctional confinement.

	Actual FY 1987	Actual FY 1988	Budgeted FY 1989	Budget Estimate FY 1990
EVALUATION DATA				
Parole				
Parolees under supervision (beginning of year).....	15,340	15,380	16,080	16,985
Added to parole.....	8,756	8,981	9,910	10,361
Removed from parole.....	8,716	8,281	9,005	9,512
County cases under supervision.....	1,249	1,279	1,300	1,325
Positions assigned to parole supervision	192	207	217	233
Average caseload per officer (beginning of year).....	1/80	1/74	1/74	1/73

EVALUATION DATA

26. DEPARTMENT OF CORRECTIONS--Continued
10. PUBLIC SAFETY AND CRIMINAL JUSTICE
17. PAROLE AND COMMUNITY PROGRAMS
7010. OFFICE OF PAROLE AND COMMUNITY PROGRAMS

	Actual FY 1987	Actual FY 1988	Budgeted FY 1989	Budget Estimate FY 1990
Community Programs				
Average Daily Population (resident).....	78	84	89	89
Community Residence Center, Jersey City.....	13	12	13	13
Community Service Center, Newark.....	53	58	60	60
Community Service Center, Essex.....	12	14	16	16

POSITION DATA

Budgeted Positions.....	402	404	428	451
Parole.....	360	362	387	410
Community Programs.....	42	42	41	41
Positions Budgeted in Lump Sum Appropriations.....	---	27	27	47
Authorized Positions - Federal.....	16	23	22	5
Total Positions.....	418	454	477	503

APPROPRIATION DATA (amounts expressed in thousands)

-----Year Ending June 30, 1988-----							Year Ending -----June 30, 1990-----		
Orig. & (S)Supple- mental	Reapp. & (R)Rec	Transfers (E) Emer- gencies	Total Available	Expended	PROGRAM CLASSIFICATIONS	Ref Key	1989 Adjusted Approp	Requested	Recom- mended
10,486	12	401	10,899	10,889	Parole	03	12,738	13,807	13,807
1,482	---	121	1,603	1,603	Community Programs	04	1,655	1,677	1,677
11,968	12	522	12,502	12,492	Total Appropriation		14,393	15,484	15,484
<u>Distribution by Object</u>									
<u>Personal Services--</u>									
9,953	---	467	10,420	10,420	Salaries and wages		11,232	11,681	11,681
---	---	---	---	---	Positions established from lump sum appropriation		1,070	538	538
---	---	---	---	---	Food in lieu of cash		10	10	10
9,953	---	467	10,420	10,420	Total Personal Services		12,312(a)	12,229	12,229
99	---	59	158	158	Materials and Supplies		150	169	169
329	---	134	463	463	Services Other Than Personal		421	462	462
494	---	41	535	535	Maintenance and Fixed Charges		652	707	707
<u>Special Purpose--</u>									
160	---	-33	127	127	Payments to inmates discharged from facilities	03	160	146	146
---	---	---	---	---	Expanded juvenile aftercare program	03	---(b)	---	---
598	---	-215	383	383	Increased parole supervision	03	---(c)	666	666
---	---	---	---	---	Parolee electronic monitoring program	03	250	280	280
---	---	---	---	---	Intensive supervision/surveillance program assumption	03	---	463	463
51	---	14	65	65	Community Residence Center, Jersey City	04	54	57	57
171	---	-21	150	150	Community Service Center, Newark	04	181	191	191
79	---	6	85	85	Community Service Center, Essex	04	84	89	89
27	---	70	97	97	Compensation awards		---	---	---
1,086	---	-179	907	907	Total Special Purpose		729	1,892	1,892
7	12	---	19	9	Additions, Improvements and Equipment		129	25	25

OTHER RELATED APPROPRIATIONS

---	---	377	377	377	Federal Funds				
---	---	377	377	377	Parole	03	371	108	108
---	---	---	---	---	Total Federal Funds		371	108	108

26. DEPARTMENT OF CORRECTIONS—Continued
 10. PUBLIC SAFETY AND CRIMINAL JUSTICE
 17. PAROLE AND COMMUNITY PROGRAMS
 7010. OFFICE OF PAROLE AND COMMUNITY PROGRAMS

-----Year Ending June 30, 1988-----					Year Ending -----June 30, 1990-----			
Orig. & (S)Supple- mental	Reapp. & (R)Rec	Transfers (E) Emer- gencies	Total Available	Expended	Ref Key	1989 Adjusted Approp	Requested	Recom- mended
					All Other Funds			
---	{ 188 56 R }	---	244	22	Community Programs			
---	244	---	244	22	Total All Other Funds			
11,968	256	899	13,123	12,891	Grand Total			
					04	---	---	---
						---	---	---
						14,764	15,592	15,592

- (a) The 1989 appropriation has been adjusted for the allocation of the salary program.
 (b) Appropriation of \$319,000 distributed to applicable operating accounts.
 (c) Appropriation of \$382,000 distributed to applicable operating accounts.

HIGHLIGHTS

Governor's freeze on hiring personnel began in December 1988 and continued through the remainder of the fiscal year. The Bureau received no blanket exemptions to the hiring freeze and as a result, had to justify each request to fill a position. Several approvals were granted but many of the vacant positions remained unfilled throughout the entire period. During the course of the freeze, several promotions were affected and paid overtime could not be earned. As the fiscal year drew to a close, it appeared that the Governor's hiring freeze would be supplanted by a Departmental freeze in order to create turn over savings in order to meet contingencies.

During the hiring freeze the assistant commissioner emphasized that monitoring and enforcement of special conditions of parolees was to be given one of the highest priorities by Bureau staff. In order to allow sufficient time for this priority, the Bureau discontinued use of the Risk/Needs Assessment in order to concentrate on the risk/needs decisions resultant from special conditions imposed. Further, an experiment was implemented which no longer requires parole staff to pick up placement cases at the various institutions or designated relay locations. Institutional Parole Officers advise the respective district offices several days prior to placement release and of tentative travel arrangements. It is hoped that this experiment will save valuable parole officer time for use in the supervision process and it will be carefully scrutinized to determine the feasibility of continuing the practice permanently. Other measures taken included the placement of large numbers of recorded revenue cases on a single caseload thereby reducing those caseloads where special conditions of parole require monitoring and enforcement.

As the fiscal year drew to a close, the PROOF program was terminated. PROOF was opened late in 1969 and admitted its first resident on December 2 of that year. Twenty years later on June 9, 1989, it shut its doors as a Bureau community-based facility. For the past several years, it had been determined cost-ineffective and alternate uses of the facility were discussed. During that time, its function as an NCIC/SCIC off hour notification center ceased as the function was transferred to the Central Communications Unit in Central Office. As the program terminated, so did the Bureau's 24-hour a day hotline service and participation in the call-in element of the Departmental Furlough Program. Staff was transferred to other Bureau units and tentative plans centered around a reopening of the facility for use by the Division of Juvenile Services.

As a result of problems encountered by field staff, the State Parole Board agreed to amend its Administrative Code relative to the imposition of special conditions by field staff. The change now authorizes an assistant district parole supervisor or the designated representative of the district parole supervisor to impose special conditions of parole to which compliance is mandated by parolees under the supervision of the Bureau of Parole. Until this time, only the district parole supervisor might impose such special conditions and those imposed by anyone else in the district office were not sustained at the time of revocation proceedings. This procedure created problems when the need was observed to impose a special condition by district staff while the supervisor was legitimately absent as a result of other commitments or annual leave.

Bureau urine monitoring procedures underwent a major adjustment during the course of the year. As a result of objections raised by the Office of the Public Defender in the revocation process, a Board hearing officer

conducted a deNovo hearing and concluded that further security measures were required beyond that which were existent early in the fiscal year. As a result, the Bureau has an alternative procedure when contaminated urine is anticipated to lead to confinement and revocation procedures. The procedure provides for chain of custody handling and confirmatory testing. Initial estimates indicate that perhaps one-tenth of all tests would have to be performed in the more sophisticated and expensive manner and an on going cost of \$200,000 per year is anticipated if the urine monitoring program continues in its present form. As the fiscal year drew to a close, the contract with Roche Biomedical Laboratories will expire and it was anticipated that a new vendor might provide services in the coming fiscal year subsequent to the bidding process.

Bureau management participated on the Departmental BSP/SA Planning Committee. As a result, the preparation of the document was completed during the fiscal year and submitted to the Office of Management and Budget. It is a necessary adjunct to the Departmental budgeting process and it is defined as a five-year master plan for automation of certain data and files. As the fiscal year drew to a close, certain of the fiscal year 1990 priorities of the plan were in the process of being implemented. The Bureau was made aware that personal computers in all probability would be supplied to each district office effective in the early part of Fiscal 1990 and as a result, each district was asked to designate those who would be trained in its use and identify applications for both word processing and spread sheet software. Concomitantly, an interface began between the Bureau's executive assistant and representatives of the Bureau of Management Information Systems in order to complete a users needs survey which will eventually allow automation of many of the Bureau's files and a more sophisticated electronic approach to record keeping than is presently possible or will become possible with the advent of personal computers. The five-year plan will allow for the sophisticated systems and hardware to be in place in all units by Fiscal Year 1995 should budgetary restrictions not prohibit.

The initial revenue collections mandate of chapter 35 of criminal code were received during the past year. Chapter 35 is the statute concerning itself with illegal drugs and specifies that those convicted of certain offenses will receive as part of their sentence a drug enforcement and demand reduction penalty and a laboratory fee assessment in addition to the VCCB penalty and any other financial obligations which may be imposed. Early in the fiscal year, the Central Office Revenue Unit made its first collections of the additional revenue sanctions and as the year progressed, collections of these court ordered obligations increased throughout the Bureau. The Bureau's expansion of revenue collection responsibilities required by Chapter 35 demanded that the bookkeeping system be expanded and updated and modified documents replace those previously used. Fortunately, all preliminary work was completed and documents received prior to the collection of the first obligation under the new statute.

Identification shields were distributed to all staff members with the advisement that they would be used for identification purposes only. The appropriate carrying case was also distributed. Each shield is numbered and assigned to a specific staff member. Signed receipts are required. Lost or stolen badges must be reported immediately for proper action. Upon promotion, badges must be returned and an appropriate one identifying the new position is issued. Upon leaving the Bureau, the shield must be surrendered immediately. Concomitantly, the large majority of the Bureau's professional positions were able to seek and gain representation by the PBA rather than the CWA as was formerly the case.

Full implementation of statute concerning indigency determinations deciding eligibility for public defender representation in the revocation process occurred early in the fiscal year. The county criminal case managers office must now be advised of those seeking representation and it is their determination of indigency which decides whether or not the parolee qualifies for representation by the public defender. However, the additional step had created in many instances, problems in the timely scheduling of the Probable Cause Hearing within fourteen days. Public defenders indicate that they are notified on short notice and cannot adequately prepare to appear at the prearranged time and date. Parolees, in many instances, do not wish to postpone the Probable Cause Hearing because of public defender inability to meet the deadline. The Bureau has cooperated in attempting to resolve this issue by notifying the public defender at the same time that a request is made for the county criminal case manager to make the determination. At the time that the public defender is notified, discovery material is supplied in most instances. An attempt to develop a waiver of the time constraints in order to ease processing problems to date has not won approval by all elements involved in the system, as yet.

In efforts to provide an innovative approach to confinement and impact on the overcrowding problems existing in the New Jersey State institutions, the Bureau has developed a plan for electronic monitoring of home confinement. In cooperation with the Parole Board, the plans include the use of the program as an alternative to the return to an institution of selected parole violators. Funding for a first year trial run had been awarded and it is hoped that up to 60 such cases might be added to the Intensive Surveillance/Supervision Program caseload throughout the State on an experimental basis to achieve program start up. However, plans were stalled as a result of certain problems which developed in the bidding procedures for necessary equipment. As the year drew to a close, it appeared that those problems may have finally been resolved and a program might be implemented early in the new fiscal year, which might, in fact, include selected inmates.

Management continues to urge a structural change from the Bureau of Parole to a Division of Correctional Field Services. The need for such a change was first recognized and sought in 1985 as the agencies growth demonstrated the need. Presently, the Bureau employs over 400 staff and has a caseload in excess of 18,000. Perhaps more significant is the complexity of the operation itself. Staff is involved in a wide spectrum of activities including supervision, investigation, hearings, furlough/work release activities, institutional parole services to both state and county facilities and revenue collection. Specialty programs involve providing intensive supervision to both juvenile and adult caseloads and plans toward the implementation of an electronically monitored home confinement program await only the necessary equipment. Not only does the Bureau disburse financial aid to those eligible, but is involved with the dispersal of inmate wages to those state inmates released from selected county jails. The Bureau's involvement in computerization has shown growth in the past several years and with the onset of the priorities set forth in the Departmental BSP/SA automation will develop even more fully. At the present time, the Bureau operates thirteen district offices, fourteen institutional parole offices and a Central Office which also contains several operating units including a training component, an audit unit, a statistical unit and a revenue collection and administrative control section. Liaison is also maintained with the Office of Interstate Services. In addition to enhancing the potential for receiving a greater allocation of resources, division status might provide for greater functional specialization, clarify operational hierarchy and increase

career opportunities. The overall result should allow for improved service delivery and more efficient operations.

DEVELOPMENTS

The experiment involving the teleconferencing of parole officer testimony at Final Revocation Hearings has been modified on several occasions during the past year. An attempt to expand the program to a second institution, Southern State Correction Facility, proved unsuccessful as the equipment at the hearing site did not lend itself to the clarity required for the process. Hence, the hearings at Southern State were curtailed. However, as the fiscal year drew to an end, a further modification was implemented which would allow any parole officer from anywhere in the state using the phone on his own desk to testify at hearings teleconferenced at Bayside State Prison. Although he/she would be the only individual who would be able to listen to testimony from the hearing site, all those gathered at Bayside would be able to hear the testimony provided. If this modification proves successful, it will save considerable officer time involving hearings at the remote compound. However, the Office of the Public Defender has taken a position that teleconferenced hearings should be allowed only in those instances where the parolee offers no objections to same. Since hearings are teleconferenced whether or not the parolee objects, the Office of the Public Defender has advised that they are seeking an appropriate case to bring before the courts in order that a determination may be reached as to rights of the parolee.

In a recent State Supreme Court action, an order was received to reopen probable cause proceedings and provide a witness for confrontation and cross examination relative to an allegation that a parolee had committed a new offense. According to the ruling, absent an admission to the offense or an indictment, the police report in and of itself was insufficient without the presentation of one or more witnesses at the hearing. Interestingly enough, Bureau management had sought an Attorney General's opinion on this matter over a year ago. The Bureau continues to await the opinion, and the deputy attorney general who was involved in the aforementioned case has advised that she plans a consultation with the one who has been assigned to research the question originally posed. While awaiting the opinion, management has prepared a policy statement requiring witnesses at such hearings which was undergoing review as the year ended.

The aforementioned policy concerning witnesses at Probable Cause Hearings when there is an allegation that the parolee committed a new offense is of prime importance in view of pending legislation. Assembly Bill 4020, if enacted, provides for, among other things, the application of a parole officer assigned to supervising a parolee to detain and implement the revocation proceedings when he determines that new charges against the parolee are of a serious nature and it appears that the parolee otherwise poses a danger to the public safety. Parole staff would follow procedure similar to that presently being used by the prosecutors. Their application for implementation would be submitted to Board representatives for authorization to detain and proceed. However, it would appear that should the State Supreme Court ruling be taken as precedent, witnesses may be required at such hearings absent an indictment or an admission of guilt to the new charges. Other aspects of Assembly Bill 4020 would prohibit the carrying of firearms or any other weapon by a parolee or violation of the Controlled Dangerous Substance Act, (Chapter 35) as specific conditions of parole which are included on the parole certificate.

In addition to the Attorney General's opinion awaited relative to the use of police reports to establish probable cause, the Bureau continues to

await other determinations by that office. As a result of problems existing in Mercer County, an opinion has been requested as to the legality of county facilities refusing to honor parole warrants. During the past fiscal year, Mercer County has refused to accept parole violators on the parole warrant alone unless they are paid per diem from the first day of the parolee's confinement. Yet another is awaited as a result of the actions of a Camden County Family Court Judge who refuses to acknowledge the authority of state parole warrants. The judge continuously disregarded the authority of the warrant by releasing juveniles from the shelter despite the fact that parole warrants were legitimately filed and revocation proceedings were properly implemented. Advisement has been requested as to the alternatives available in such a situation.

In response to several requests for clarification from field units, the Bureau has developed a procedure for processing certain parolees who are located subsequent to an in-absentia hearing. In the event that the hearing officer had determined that the parolee is to be confined pending a Revocation Hearing, the district parole supervisor may now review the matter with representatives of the State Parole Board's Revocation Section should he determine that continuation in the community pending revocation action is desirable. If the revocation section representative is in agreement with the district parole supervisor, then the warrant may be lifted pending an in-persona Probable Cause Hearing to be held in the district office. In any other circumstances where the district parole supervisor does not feel that the parolee should be released or if the Board does not concur with the district parole supervisor's recommendation for release, the hearing officer's determination for confinement continues as valid pending an in-persona hearing. This modified procedure is consistent with statutory requirements for independent review by the paroling authority prior to any modifications in the probable cause hearing officer's determination.

Mr. Onyewuchi Emanuel Nkwocha, a Governor's fellow intern was assigned to the Department of Corrections for a year. Subsequently, he was assigned to each of the Department's divisions and bureaus so as to have a complete overview of the Department's operations. During the month of March 1989, he was assigned to the Bureau of Parole in order that he might be given an orientation to its functions. Mr. Nkwocha spent time with District Office No. 6 field staff, with institutional parole officers and Central Office personnel. Arrangements were also made so that he might be exposed to the rigors of the regional supervisors routine and be made conversant with the Juvenile Aftercare Program and Intensive Surveillance/Supervision Program.

As a result of the commissioner's request to the Parole Board chairman, a procedure was implemented where the parole release of inmates occur on every day of the week excluding Saturdays and Sundays and Holidays. This procedure supplanted the long standing administrative practice of the Board's authorizing parole release of inmates only on dates that fall on Tuesday. The commissioner advised in his memorandum to the chairman that the overcrowding condition of the correctional system require the amended procedure to allow the release of state inmates on the earliest date possible. As a result, the Bureau implemented its own procedures to ensure that releases are affected on the date set. Legitimate institutional parole officer absences pose a problem but contingency plans have been set in place. In extreme emergencies, district office personnel might be called upon to assist. The release of state inmates housed in state and county institutions now are part of the on going process involving county commitment cases whose releases had always been set on what is now the amended procedure for state inmates.

The Departmental Accreditation coordinator has advised the Bureau representative that the ACA Accreditation representatives have agreed that it is acceptable for the Bureau of Parole to maintain primary documentation in its Central Office files only. As in the past, the district offices must continue to be responsible to provide their own secondary documentation. This change in procedure will eliminate the voluminous duplicating and distributing of material. Certain other problems dealing with the closing of PROOF and "off hour" matters however, tend to present different concerns as the Bureau's re-accreditation efforts began. The Bureau coordinator will begin intensified efforts with the districts during the coming year in order to prepare the Bureau for its next audit.

Bureau management continues to meet with representatives of the Joint Connection in semi-annual meetings to discuss mutual efforts towards parolee employment. Management was advised that the Joint Connection has expanded its efforts to include parolee referrals by District Office No. 5. Although they cannot provide personnel to visit that district office as they do with other participating districts, they do accept cases who will report for assistance to their office. Management also explained that the county commitment parolees were as much the Bureau's responsibility as were the state cases but were so for a much shorter period of time. The Joint Connection has agreed to assist those cases as practical. Further, in those instances where the Joint Connection seeks follow up information on a particular case and it cannot contact the releasee directly, management has agreed that Parole staff will either secure the requested information for the Joint Connection or provide a viable address for their direct contact.

Management continues in its efforts to provide additional equipment to assist in maintaining personnel safety of its field staff. An elaborate statewide system of radio communication tying in Bureau personnel with the Department's Central Communications Unit is possible and would lend a certain amount of assurances to personnel well being. Funding in the amount of half a million dollars will have to be located prior to implementation of such a system. Security screens partitioning state vehicles for the proper transportation for arrested parolees is also a very possible alternative for lesser amounts of money. Anywhere from \$8,000 to \$150,000 would have to be located in order to begin efforts to implement such an equipment change over. Until such time as funding becomes available, staff has been advised of certain precautions which they may take to provide increased personnel security during their field activities.

PERSONNEL

As of June 30, 1989, according to the administrative assistant, the total compliment of 448 staff members were distributed as follows:

Chief	1
Assistant Chiefs	2
Supervising Parole Officers	5
Project Director	1
District Parole Supervisor	14
Assistant District Parole Supervisor	15
Supervisor, PROOF	1
Senior Parole Officer	65
Senior Parole Officer (IPO)	17
Residential Parole Officer	7
Executive Assistant	1
Project Specialist (Community Resource & others)	5
Parole Officer	190
Parole Officer (IPO)	1
Administrative Assistant	1
Clerical	<u>122</u>
TOTAL	<u>448</u>

Funding for Fiscal Year 1989 provided the Bureau with an additional ten (10) professional and six (6) clerical positions in order to meet increased parolee supervision. In addition, the Juvenile Aftercare Program was expanded with allocations for eight (8) additional parole officers (Juvenile Aftercare Specialists) and three (3) senior clerk stenographers and funding for an Electronically Monitored Home Confinement Program which included a project director, three (3) senior parole officers and one (1) senior data entry machine operator.

Effective December 1, 1988, the Governor imposed a state employment hiring freeze which disallowed the Bureau to fill many of the vacancies throughout the second half of the fiscal year. Although several exemptions were granted to the hiring freeze, by and large, the Bureau operated with reduced staff.

The staff previously assigned to PROOF were reassigned to the Bureau's various units during the final month of the fiscal year as the facility was phased out of the Bureau's programs.

Retirements during the course of the fiscal year included those of Executive Assistant Josephine McGrath, Supervising Parole Officer John Lenahan, Senior Parole Officer Robert McKelvie, Head Clerk Aurelio Quiroli and Principal Clerk Stenographer Grace Turse.

The Bureau was saddened to learn of the demise of Senior Clerk Transcriber Edna Voorhees, District Office No. 7 in the final month of the fiscal year.

The opportunity to earn payment for overtime by Bureau staff was used sparingly during the course of the fiscal year and primarily between July and November. Once the employment freeze was imposed, payment for overtime was also suspended.

During the course of the year, the Bureau was allowed to create the position of secretarial assistant II which was filled provisionally and subject to Department of Personnel testing.

During the course of the year, several of the professionals in entry level positions were terminated as a result of their position being certified against by those on Department of Personnel lists.

As a result of reassignment of PROOF personnel, a third district office (District Office No. 4) was provided with a second assistant district parole supervisor position.

Central Office District Parole Supervisor Pavelec continues as a member of the Special Classification Review Board at Avenel.

Sr. P.O. Maureen Halpin, District Office No. 4 and P.O. Walter Tienken, District Office No. 6 along with Central Office DPS Pavelec are members on the Board of the New Jersey Volunteers in Courts and Corrections.

As the fiscal year drew to a close, the Bureau was anticipating an additional 16 professional positions and 9 clerical positions for increased parolee supervision for Fiscal 1990. In addition, continuation funding was anticipated for all positions assigned to the previously federally funded Intensive Surveillance/Supervision Program. Continuation funding was also anticipated for the positions assigned to the Electronically Monitored Home Confinement Program.

CASELOAD

As of June 30, 1989, a total of 19,495 cases were reported under the supervision of the Bureau of Parole by its various components. This represented a total increase of 2,273 cases during the course of the fiscal year. District caseloads as of June 30, 1989 were as follows:

DO #1 - 2,017	DO #8 - 1,457
DO #2 - 1,485	DO #9 - 1,302
DO #3 - 1,144	DO #10 - 980
DO #4 - 1,640	DO #11 - 1,237
DO #5 - 1,200	DO #12 - 1,758
DO #6 - 1,775	DO #13 - 1,758
DO #7 - 1,733	

Bureau Total - 19,495

COSF includes various inmates owing and amortizing revenue obligations, but does not appear as part of the Bureau count because they continue on the counts of various institutions.

Total Bureau casecount of 19,495 included 1,800 females under supervision in New Jersey and over 4,600 cases are being carried beyond their maximum in order to allow for amortization of revenue obligations. Further, the district offices were monitoring 1131 New Jersey cases resident out of state.

DISCHARGE PRIOR TO EXPIRATION OF MAXIMUM

Grants of Discharge from parole are extended by the Parole Board upon the recommendation of the Bureau.

The following figures represent the actions taken during the fiscal year by the paroling authority on Bureau's recommendations:

<u>Type of Commitment</u>	<u>Granted</u>	<u>Denied</u>	<u>Administrative Termination</u>	<u>Total</u>
Adult	64	0	0	64
Young Adult	41	0	1	42
Juvenile	<u>3</u>	<u>0</u>	<u>0</u>	<u>3</u>
Total	108	0	1	109

PROBABLE CAUSE HEARINGS

This hearing, mandated by the Supreme Court Morrissey vs. Brewer Decision, was initiated under urgent requirements with the assignment of supervising parole officers (highest level under Chief and Assistant Chief) to formulate operating procedures, establish policy and to conduct the hearings. Having accomplished these goals, in January, 1978, a Probable Cause Hearing Unit composed of four senior parole officers was established. Under the supervision of a supervising parole officer, the senior parole officers were responsible for conducting all Probable Cause Hearings throughout the state.

As of September, 1979, due to vehicle and budgetary restraints, the Probable Cause Hearing Unit was disbanded and the hearings are now held by the administrative senior parole officer assigned to each district office.

In order to comply with the Supreme Court Decision, the following tabulation of Probable Cause Hearings and Decisions was compiled in Fiscal 1989:

a. Hearing requested and hearing held	1636
b. Hearing waived and hearing held	174
c. No response from parolee and hearing held	1265
d. Hearing waived and no hearing held	659
e. Probable Cause found and formal revocation hearing to follow	3542
f. Continuation of parole recommended although valid violations determined	161
g. Continuation on parole - no valid violations determined	19
h. Other	<u>12</u>
Total Hearing Scheduled (columns a+b+c+d)	3734
Probable Cause found and revocation hearing to follow	3542 (94.9%)

DISTRICT PAROLE SUPERVISOR'S DECISION

<u>DO#</u>	<u>Authorization to Continue on Parole</u>	<u>*Continue on Bail</u>
1	114	249
2	121	142
3	184	133
4	82	143
5	113	144
6	38	92
7	80	146
8	70	277
9	125	103
10	58	71
11	67	137
12	165	160
<u>13</u>	<u>35</u>	<u>78</u>
Totals	1217	1797

*Prosecutors did not request probable cause action. Bureau lacks authority to initiate revocation proceedings regardless of circumstances surrounding the offense. Parole Board still lacks authority to revoke on new offenses, absent a conviction or prosecutorial application.

RATIO OF FIELD TO OFFICE TIME

The following chart indicates the hours and percentage of officer's time spent in the office as compared to the field in Fiscal 1989.

<u>Month/Year</u>	<u>Office</u>	<u>Field</u>	<u>Total</u>
July 1988	13,539.5	9,568.5	23,108
August	14,807	10,619	25,426
September	14,408.5	10,377.5	24,786
October	13,736	11,475.5	25,211.5
November	13,081	10,069	23,150
December	14,184	10,312.5	24,496.5
January 1989	14,966	10,552.5	25,518.5
February	12,455	10,301	22,756
March	15,136.5	10,718	25,854.5
April	13,742	11,218.5	24,960.5
May	15,864.5	10,684	26,548.5
June	<u>14,398.5</u>	<u>11,349</u>	<u>25,747.5</u>
Totals	170,318.5	127,245	297,563.5
Percent	57.2%	42.8%	100%

NEW JERSEY REHABILITATION COMMISSION PROJECT

As of June 30, 1989, the New Jersey Rehabilitation Commission indicated that it was servicing a total parole caseload in Newark of 96 cases of which 25 were on active status and 71 on referred status. Although, at one time, specialized rehabilitation caseload covered the entire Essex County, funding cutbacks reduced service to only the city of Newark.

NIGHT VISITS

DO #1 - Staff made total of 828 contacts after normal working hours.
DO #2 - Staff made total of 134 contacts after normal working hours.
DO #3 - Staff made total of 519 contacts after normal working hours.
DO #4 - Staff made total of 137 contacts after normal working hours.
DO #5 - Staff made total of 212 contacts after normal working hours.
DO #6 - Staff made total of 149 contacts after normal working hours.
DO #7 - Staff made total of 222 contacts after normal working hours.
DO #8 - Staff made total of 501 contacts after normal working hours.
DO #9 - Staff made total of 411 contacts after normal working hours.
DO #10 - Staff made total of 566 contacts after normal working hours.
DO #11 - Staff made total of 539 contacts after normal working hours.
DO #12 - Staff made total of 553 contacts after normal working hours.
DO #13 - Staff made total of 121 contacts after normal working hours.

Bureau staff made a grand total of 4,771 contacts after normal working hours.

CASEBOOK REVIEWS

Casebook reviews are considered a management tool of the district supervisor in that it permits a check of actual recorded contacts on each case assigned against the recorded activities of any specific day. Ideally, a spot-check by a supervisor of contacts recorded against a return visit to the contactee in the community would confirm the entries in the casebook. The check should be completed by a member of the supervisory staff together with the parole officer who made the entries.

During the year 292 reviews were completed, resulting in 22 (7.0%) unsatisfactory ratings. An unsatisfactory rating is to be followed by a 30 day period during which the opportunity will be provided to remedy the deficiencies with the ultimate resolution of termination of employment if the deficiencies are not corrected.

JOB TRAINING AND PARTNERSHIP ACT

C.E.T.A.'s phase out has been followed by the implementation of the Job Training Partnership Act. Throughout the fiscal year, 709 parolees were referred, 289 accepted, and 40 completed various aspects of this program. The program is administered in each county through the private industry counsel and some differences in program intensity may be evident.

FURLOUGH/HOME VISIT/WORK/STUDY PROGRAM

Much of the credit for the continued success of the pre-parole temporary community release programs may be claimed by the Bureau of Parole, as the district offices maintain their role in the investigation and monitoring of adult furlough and juvenile home visit sites, initial investigation of employment sites for institutional work release programs as well as the work/study sites of inmates at "halfway houses" and sustaining liaison/contact with the appropriate police departments affected by these programs. The Bureau's contributions include: insuring uniformity and consistency in operating procedures, notifying law enforcement authorities, and providing feedback to Institutional Classification Committees.

Adult Furloughs: During Fiscal Year 1989, the Bureau of Parole district offices report receiving 3,183 requests for investigations of destinations proposed for escorted/unescorted furloughs from adult institutions and home visits from juvenile institutions. 2,619 investigations were completed as approved; 332 disapproved. In addition, 13 district coordinators initiated

1,575 routine contacts with residences of furloughees or with law enforcement agencies as follow up investigatory efforts. The district offices and PROOF received 1,757 telephone calls from furloughees in fulfillment of the previous "check-in" requirement. 185 no contacts were reported by the district office coordinators. When a furloughee made no contact with the Bureau while on furlough, institutional authorities were notified. After conducting their investigation, necessary action was taken which previously included disciplinary charges against the offender.

Juvenile Home Visits: During Fiscal Year 1989, the Bureau of Parole received 342 requests for investigations of destinations proposed for escorted and unescorted juvenile home visits. 272 were completed consisting of 239 approvals and 33 disapprovals. The district offices also initiated 134 contacts with home visit destinations or with law enforcement agencies subsequent to the initial investigation; and in combination with the staff of PROOF, received 235 "check-in" telephone calls from juveniles on home visits. There were 36 no contacts reported by the district coordinators. When a juvenile on a home visit made no contact with the Bureau while on a home visit, institutional authorities were notified. After conducting their investigation, necessary action was taken which previously included disciplinary charges against the offender.

All of the above activity in both the adults and the juvenile programs involved driving a total of 37,702 miles and spending a total of 7,557 hours on furlough/home visit related work. The following table provides a distribution of the Fiscal 1989 furlough/home visit related investigatory efforts by district offices.:

<u>District Parole Office No.</u>	<u>Requested/Completed/Disapproved</u>		
1	141	128	16
2	183	129	15
3	253	226	41
4	241	186	26
5	250	183	10
6	340	292	26
7	358	371	45
8	375	269	47
9	172	173	0
10	178	133	31
11	212	167	22
12	223	168	25
13	<u>257</u>	<u>194</u>	<u>28</u>
TOTAL	3183	2619	332

Work/Study Release

During Fiscal Year 1989, the requests for investigations of pre-parole community release job sites and completion of these investigations showed some decline.

612 requests for investigations of job sites were received by the districts during the fiscal year. The completed investigations consisted of 498 approvals and 114 disapprovals. The reasons for disapproval might center around questions concerning the legitimacy of the firm, possible connection with organized crime, the character of some employees, and the general reputation of the employer. Other matters investigated include a verification of workman's compensation insurance, the job's description as put forth by the institutional authorities, and perhaps a police check on the potential employer. Hours expended for this work were 1,433. Also,

5,524 miles were driven in order to complete this work, and the Furlough/Work Release activities.

There were 176 requests for monitoring of work release sites from the contract halfway houses by the district offices.

All indications continue to point to continued volume of activity for the Bureau in connection with these programs. In fact, some reporting figures for the past year might have shown increases if it had not been for the amount of "carry-over" of pending investigations, received late in June and remaining to be completed.

As the number of State institutions and the inmate population increases, the number of furloughs and required investigations will likely increase, simply on the basis of a comparable increase in the number of eligible inmates. Placements in the halfway houses are under consideration for an increase, which may require additional furlough and work/study site investigations. Providing the privilege of work release for state sentenced inmates, housed in county facilities, remains a possibility; enlarging the scope of the program in this way would require additional initial investigations and could very well add the responsibility of ongoing monitoring in those counties having work release programs.

In the pre-parole Community Release Programs, as in other areas of the Bureau activity, the workload potentially becomes greater.

INSTITUTIONAL PAROLE PROGRAM

Institutional Parole Offices located at the following institutions provide necessary services between the institution and field staff to affect a smooth reentry into the community by over 5,000 parolees during the past calendar year. Other services not included in the statistics listed below have overtaxed the current staff members and a need for expansion in personnel in some offices is evident, as is the need for a unit to service county facilities and pre-release centers.

Through September, 1983, the prison institutional complex was administered by a centralized unit with sub-offices at some of the facilities. As of October 1, all major prisons housed institutional parole offices which also serviced their satellites.

	<u>Pre-Parole Interviews</u>	<u>Inmate Requested Interviews</u>	<u>Released On Parole</u>	<u>Parole Classes</u>	<u>Orientation Classes</u>
NJSP	1165	525	250	169	38
EJSP	1313	1031	468	440	50
MSCF	526	684	241	242	16
BSP	1679	851	584	480	
SSCF	1004	1007	313	348	31
RFSP	641	940	205	107	39
NSP	706	563	189	202	
EMCF	879	2034	324	318	
GSRCC	989	302	463	140	39
AWYCF	915	215	411	188	16
MYCF	1575	1744	1012	143	56
NJTS	402	126	118	114	325
LMTS	<u>720</u>	<u>35</u>	<u>471</u>	<u>142</u>	<u>40</u>
Totals	<u>12514</u>	<u>10057</u>	<u>5049</u>	<u>3033</u>	<u>650</u>

In addition, the districts report the following I.P.O. activities in various county and community release facilities:

	<u>Preparole Interviews</u>	<u>Parole Classes</u>	<u>Parole Releases</u>
DO #1	858	534	534
DO #2	790	678	666
DO #3	126	40	56
DO #4	318	301	301
DO #5	185	167	167
DO #6	724	515	521
DO #7	781	426	496
DO #8	727	528	527
DO #9	188	277	280
DO #10	878	294	283
DO #11	240	312	311
DO #12	856	657	657
DO #13	<u>0</u>	<u>0</u>	<u>0</u>
Totals	6671	4729	4799

PAROLE ADVISORY COMMITTEE

The original Parole Advisory Committee was conceptualized and implemented in the early months of 1977. It was composed of representatives of every operating component in the Bureau and drew its participants from all levels of staff. It was a forum of problem presentation and resolution. As other means of dealing with issues became available to staff, meetings were held less frequently.

Several years ago, the assistant commissioner modified the concept and changed the name to Parole Advisory Council. He selected staff membership from the ranks other than Bureau management and has conducted periodic meetings.

The convening of the Parole Advisory Committee has been suspended pending the development of an appropriate agenda. In the interim, other forums are being used to address emergent issues. DPS Meetings are frequently held with the assistant commissioner, district parole supervisors or probable cause hearing officers also attending. A variety of other problem solving meetings and forums are also held throughout the year.

TEAM SUPERVISION

Team membership does not lessen a parole officer's individual caseload responsibilities. It does make his particular expertise - and that of other team members - available to the aggregate caseload. As of June 30, 1989, the districts reported the following team involvement:

- DO #1 - One team of eight officers; one team of five; one team of four.
- DO #2 - Two teams of five; one team of four.
- DO #3 - One team of six, one team of five; one team of four.
- DO #4 - Two teams of nine.
- DO #5 - One team of thirteen.
- DO #6 - One team of nine; one team of five.
- DO #7 - Two teams of five; one team of six.
- DO #8 - One team of five; one team of four.
- DO #9 - Two teams of four; one team of six.
- DO #10 - One team of six; one team of five.
- DO #11 - Two teams of six.

- DO #12 - Two teams of five; one team of three.
- DO #13 - One team of seven; one team of five.

It should be noted that the number, size and makeup of teams varies not only from district to district, but within each district from time to time depending upon availability of staff. In addition to the team structure cited above, each district also maintains individual caseloads for one-on-one supervision.

Team leaders usually are senior parole officers. They play an essential role in the field training of team members who are usually parole officers and may have significantly less experience. Team members usually cover caseloads of those on the team who are absent either because of illness or vacation.

Further, classification teams comprised primarily of the assistant district parole supervisor and senior parole officers, continue to meet periodically in each district office. They make decisions/recommendations regarding such casework matters as caseload assignment, status assignments, changes, degree of supervision, VIPP matchups, discharge consideration, and like matters.

PAROLEE EARNINGS (Calendar 1988)

The annual collection and compiling of data concerning parolee earnings has been suspended. The report is under review relative to its content and timing. Alternatives include a five year report or entering modified data into the annual report. No final determination has as yet been made.

The last time data was collected, there were 16,892 parolees under supervision in New Jersey in 1986 and they earned \$61,128,616. At that time, 50% of all parolees were employed, 30% were unemployed and 20% were unemployable. Five years earlier as a result of the 1981 tally there were 11,998 parolees under supervision in New Jersey and they earned \$33,166,411. At that time, 47% were employed, 25% were unemployed and 28% were unemployable.

TRAINING

- A. Orientation: In addition to the Bureau-wide orientation provided periodically to a gathering of professional employees, each field officer hired is given a 30 day on the job training in the district office. Prior to assuming a caseload, each officer is given an orientation to office procedure and systems and is familiarized with the Administrative Manual. He is then required to accompany experienced staff into the field for introduction to other agencies and district caseload. His observation of the field officers daily activities is followed by his performance under the critical scrutiny of veteran personnel. Caseload assumption does not transpire until after a full 30 days of intensified training.

Similar on the job training is also provided for those senior parole officers who assume the duties of a probable cause hearing officer. They, too, observe hearings being conducted by more experienced officers and then are under critical scrutiny in the performance of their new responsibilities until they feel comfortable in acting independently. Meetings are held at the Central Office to discuss emergent issues and to ensure as much procedural uniformity as is possible. Central Office also provides necessary reference material for the hearing officer's

ongoing use. The updated policy is distributed as the need arises.

- B. In-Service Training: Training is held on a district office level usually at staff meetings where various concepts, procedures and agencies are introduced to staff. Bureau policy is reviewed at each district staff meeting when a portion of the Administrative Manual is read and discussed. Further, policy emanating at the managerial level is presented to staff at these forums. Finally, significant personnel from various community agencies with whom the district works directly are invited to the staff meetings to make presentations and answer staff questions.
- C. Other Training Activities: District staff had provided orientation to field services at least monthly, usually more frequently, to correction officers attending formal training at the academy.

On several occasions, the Bureau provided a one day orientation to programs and administrators to newly hired staff.

Selected members of the Bureau's supervisory staff continued participation in a course of certified public management while other staff members began the course. It is sponsored by the Department of Personnel in conjunction with Rutgers University.

Most of the field staff was provided with training on the preparation and use of chronological reports.

Selected personnel attended the annual conference of the Middle Atlantic States Correctional Association, the New Jersey Volunteers in Courts and Corrections and the American Probation and Parole Association.

A Department of Personnel course in Defensive Driving was attended by several staff that were so required.

Selected Bureau staff took advantage of a course of Alcohol Studies presented by Rutgers University.

Each newly hired staff member attended a Departmental orientation and a presentation of the Governor's Affirmative Action Awareness Program. Bureau staff participated in the presentations.

AIDS update seminars were presented in several district offices by a variety of community agencies.

Selected staff members attended a variety of programs offered at the National Institute of Corrections in Boulder, Colorado.

Supervisory staff so required attended a seminar on the PAR system.

Interested Bureau staff attended a variety of course offerings by the Administrative Office of the Courts including a program in family therapy.

Pat Frisk/Search training for parole officers was provided through the Correction Officers Training Academy and the various institutions.

Required training in Legal Concerns of Arrest, Handcuffing and Street Survival was presented by Correction Officers Training Academy staff to recently hired parole officers.

A management training workshop was presented to selected supervisors.

The use of chain of custody handling of urine specimens for a more sophisticated type of parolee urine monitoring was explained to each district office by Roche Laboratory staff.

Interested Bureau representatives attended the 17th annual Institute of the Volunteers in Courts and Corrections of New Jersey.

An interested supervisor attended the National Narcotics Intervention Training Program.

Interested staff attended a presentation on Behavior Modification held at the Correction Officers Training Academy.

Supervisors participated in training seminars for Discipline and Grievance Procedures presented by the Office of Human Resources and the Correction Officers Training Academy.

Selected officers attended a course entitled Cocaine and Crack in Corrections sponsored by the Delaware Valley Adult Probation and Parole Consortium.

Several staff members attended the mid-winter Field Officers Training Institute and the American Probation and Parole Association.

Training in Arrest Procedures Application was provided to all district office staff.

Supervisors attended an orientation to Bias Incident Reporting.

Training in Legal Liabilities Issues was provided to Bureau staff.

The appropriate Central Office staff participated in a two day training cycle conducted by the State Police in NCIC/SCIC activities.

Interested staff attended a Correction Officers Training Academy course on Situational Leadership.

Interested personnel attended a session on Investigation and Interrogation provided by the Ocean County Prosecutor's Office.

REVENUE PROGRAM

Revenue collection by the Bureau of Parole is authorized by statute. Both the Parole Act of 1987 and 2C:46-4 allow the collection of certain revenues by the Bureau.

VCCB Penalty - a court imposed assessment ranging from \$30 (\$15 on juvenile commitments) to \$10,000 collected and forwarded to the State Department of Treasury for deposit in a separate account available to the Violent Crimes Compensation Board. Penalty payments have first priority and all payments apply entirely to the penalty balance until paid off completely.

Forensic Laboratory Fees - in addition to any penalties and/or fines and restitutions, the courts, when disposing of charges attendant to the Drug Reform Act of 1986 must assess a criminal laboratory analysis fee of \$50 for each offense for which convicted. Forensic Laboratory Fees has second priority in that the VCCB penalty assessment must be paid in full before any payment is made toward the Forensic Laboratory Fee, but these fees must be paid in full before any payments can be credited to the Mandatory Drug Enforcement and Demand Reduction Penalties, restitution or fine.

Mandatory Drug Enforcement and Demand Reduction Penalties - in addition to any VCCB penalty, Forensic Laboratory Fees, restitution or fine, each person convicted or adjudicated delinquent for a violation of any offense delineated in the Comprehensive Drug Reform Act of 1986 must be assessed by the courts a Mandatory Drug Enforcement and Demand Reduction Penalty ranging from \$500 to \$3,000 for each such offense. The MDEDR penalty has a third priority in payment in that a VCCB penalty and a Forensic Laboratory Fee must first be paid in full before any payment is made for the Mandatory Drug Enforcement and Demand Reduction Penalty and this penalty must be paid in full before any payment is made toward restitution or a fine assessment.

Restitution - in addition to VCCB penalties, the Forensic Laboratory Fees and the Mandatory Drug Enforcement and Demand Reduction Penalties, the court might award crime victims restitution for losses suffered. The State Parole Board may also require that the parolee make full or partial restitution, the amount of which is set by the sentencing court upon the request of the Board. Restitution has fourth priority in that a VCCB penalty assessment, a Forensic Laboratory Fee and the Mandatory Drug Enforcement and Demand Reduction Penalty must be paid in full, if applicable, before any payment is made for restitution and restitution payments must be paid in full before any payment is collected for fine assessment.

Fine - in addition to penalties, Forensic Laboratory Fees, Drug Enforcement and Demand Reduction penalties and/or restitution, the court may impose a fine as punishment upon conviction of a criminal act. Fines collected are deposited to the Treasury's General Funds. Fines, having the fifth priority, are the last balances to be paid off when the parolee is obligated to make VCCB penalty, Forensic Laboratory Fee, Mandatory Drug Enforcement and Demand Reduction Penalty and/or restitution payments in addition to fine payments.

The Central Office Revenue coordinator reports:

Central Office collected \$158,175.34 and ended the year with an accounts receivable of \$2,417,901.30.

The Bureau collected \$635,438.95 and ended the year with an accounts receivable of \$14,121,197.54.

Central Office has 3,602 open revenue accounts and the thirteen (13) district parole offices have a total of 13,627 open revenue accounts. (One or more revenue accounts (ledger cards) has been opened for each inmate or

parolee revenue case from the five categories of collection; VCCB penalty, Forensic Lab Fee, Mandatory Drug Enforcement and Demand Reduction Penalty, Restitution and Fine)

The total number of Bureau open revenue accounts at the end of the year is 17,229. Fiscal Year 1989 is the first year in which a record was kept of open Bureau revenue accounts.

A breakdown of the Bureau open revenue accounts by categories of collection is as follows: 12,718 VCCB penalties, 520 Forensic Lab Fees, 568 DEDR Penalties, 1,636 Restitution and 1,787 Fine.

Of the \$635,438.95 total Bureau collection, \$338,339.30 was Violent Crimes Compensation Board (VCCB) Penalties. This money is forwarded to the VCCB and disbursed to the innocent victims of violent crimes to reimburse them for loss of earnings and non-reimbursed medical expenses. A Restitution total of \$124,633.82 was collected and this money is disbursed to the victim-beneficiaries of court ordered restitution through the Bureau of Parole and the Department of Corrections, Bureau of Audits and Accounts. A \$146,861.80 total fine collection was made and this money becomes a part of Treasury's General State Fund. Also included in this annual collection was \$6,306.00 in Forensic Lab Fees. These fees are disbursed to the county treasurer of the county that performed the laboratory analysis or to the state forensic laboratory that performed the analysis. A total of \$19,292.02 was collected for the Drug Enforcement and Demand Reduction (DEDR) Penalty. This penalty is forwarded to the Department of Law and Public Safety Fund.

The Bureau collected \$115,362.90 more in Fiscal 1989 than it collected in Fiscal 1988. This is an 11% increase over the Fiscal 1988 collection.

The Bureau collected \$579,379.45 more in Fiscal 1989 than it collected in Fiscal 1981, the first and lowest year of Bureau revenue collections with a total collection of \$56,059.50.

The total Bureau revenue collection from all categories of payment since Fiscal Year 1981 is \$3,560,796.48.

Bureau accounts receivable increased by \$4,020,905.23 over Fiscal 1988.

The highest district office total collection for Fiscal 1989 was made by District Office No. 11, New Brunswick with \$61,844.56.

The second highest district office total collection for Fiscal 1989 was made by District Office No. 8, Atlantic City with \$50,875.11.

District Office No. 5, Elizabeth was third with a total collection of \$50,848.82.

Pending full computerization of the revenue system, the Bureau continues to work with a time consuming, manual bookkeeping/accounting system that requires handwritten entries on journal pages, ledger cards and receipts and a manual system of researching inmate/parolee revenue obligations.

Revenue accounts are presently opened by Central Office Revenue Unit for New Jersey inmates when a payment is received for the inmate; when a parolee is returned by a district parole office to a New Jersey correctional facility as a parole violator or as a new commitment while on parole; for those inmates owing court imposed restitution; and for all inmates serving a concurrent New Jersey sentence in some other state or federal prison (STOS cases).

It should be noted that although accounts are unable to be opened at this time for all New Jersey inmates, the revenue obligation that they owe is available on their superior court commitment order and county probation department revenue transfer. These documents are available on files with the Central Office Revenue Unit and/or DOC Offender Records Unit.

When an inmate is paroled or reached his or her date of maximum sentence, all available revenue information is sent by Central Office Revenue Transmittal Forms to the appropriate district parole office supervising subject's parole and/or revenue collections.

As a result of a tremendous increase in the number of inmate payments being received by CORU from DOC institutions and half way houses, serious backlogs have developed in all areas of CORU operations.

Some of the factors that resulted in this increase in inmate payments are; the imposition of two (2) more categories of court imposed mandatory drug penalties - Lab Fees and Drug Enforcement and Demand Reduction Penalties (DEDR); an additional half-way house submitting inmate payments, Tremont House-Newark; the Parole Board requirement that all or a portion of many inmate court imposed revenue obligations be paid "prior to release"; and improvement in the timely collection and submission of their resident/inmate revenue payments by the half-way houses.

Bureau management is working to resolve this problem of CORU backlogs by assigning additional clerical and professional staff to CORU, as soon as it is feasible.

The thirteen (13) district parole offices maintain open revenue accounts for the following subjects owing revenue; for all New Jersey parolees being supervised by that office; for all New Jersey parolees being jointly supervised by another State and for all subjects residing in New Jersey and other states who have reached their parole maximum dates still owing revenue (X-Max cases).

ATTORNEY GENERAL REFERRALS: During Fiscal 1989, 23 referrals were made by the district offices. These referrals are to be made for Recorded Revenue cases who have reached their maximum date still owing revenue and are not making scheduled payments. The Attorney General will bring suit or any such action as is deemed appropriate to effect collection in any amount.

District Office No. 5, Elizabeth did an excellent job in submitting 14 referrals. This was 61% of the total Bureau Attorney General referrals.

It is noted that recoveries of this revenue are being made by the Attorney General by utilization of several methods including, but not limited to, placing a lien on a subject's wages and/or property; intercepting a subject's state income tax refund and/or homestead rebates through use of the State Treasury Department's Set Off of Individual Liability (S.O.I.L.) Program.

Amounts collected are sent to Central Office Revenue Unit (CORU). An appropriate accounting procedure is then used by CORU and the district parole offices to credit the inmate/parolee account with these payments.

The following number of Attorney General referrals have been made by the district offices since the fiscal year began on 7/1/88:

District Office No. 1	0
2	0
3	0
4	0
5	14
6	1
7	3
8	0
9	1
10	3
11	0
12	1
13	<u>0</u>

Bureau of Parole Total 23

The following functions were among those performed by the Central Office Revenue Unit during Fiscal 1989:

Responded to victim-beneficiary inquiries regarding their restitution;

Made contacts with district parole offices, county prosecutors and superior court judges regarding the identification of victim-beneficiaries of restitution and the amounts due;

Advised the Bureau of Audits and Accounts of victim-beneficiaries to receive restitution and/or provided address corrections;

Sent letters to known victim-beneficiaries advising that the Bureau of Parole supervises the collection of their court ordered restitutions or to verify their mailing addresses before sending a restitution check;

Requested the Bureau of Audits and Accounts to reimburse subjects who have overpaid their revenue obligations;

Continues to send requests to Federal Case Managers regarding the payment of revenue obligations by federal inmates to New Jersey, under the guidelines of the Federal Inmate Financial Responsibility Act;

Responded to inquiries from inmates and parolees, (and from others on their behalf) regarding their revenue obligations;

Sent letters to inmates advising that they had paid in full or owed revenue;

Received and processed inmate payments received from DOC institutions and half-way houses;

Responded to inquiries from institutional parole officers, ombudsmen, district revenue officers, county probation departments and half-way house personnel regarding inmate and parolee revenue obligations;

Transferred cases to the Administrative Office of the Courts, Intensive Supervision Program and to County Probation Departments when these agencies had primary responsibility to collect revenue;

Continued to open accounts on cases transferred by district parole offices as parole violators and new commitments;

Received revenue transfers from county probation departments;

Continued to review previous revenue transfers received from County Probation Departments. As a result of this review, submitted requests to Probation Departments for clarification of their revenue transfers or rejected the transfers because the Bureau of Parole lacked jurisdiction to collect their revenue;

Continued to assist New Jersey Municipal Courts who requested the collection of fines and penalties from inmates pursuant to NJSA 2C:43-3.1c, institutional deductions from inmate wages;

Made requests to county clerks and institutional parole officers for inmate and parolee superior court commitment orders;

Submitted transmittals of revenue information to district offices for subjects who have been paroled;

Processed commitment orders received from the Prison Reception Unit (PRU), institutional parole officers, county probation departments and county clerks;

Continued to maintain contact with half-way houses and the Bureau of Contract Services regarding the timely submission of their resident inmates revenue payments to Central Office Revenue Unit (CORU);

Continued to transfer recorded revenue (STOS cases) to districts, when these subjects have reached their New Jersey concurrent maximum date while serving other state or federal time;

Processed and submitted to the Bureau of Audits and Accounts, CORU and district office journal pages;

Continued to provide information to district offices to enable an interested party to make a revenue payment for a state inmate by making a payment in person at the most conveniently located district parole office. These inmate payments, which are normally processed through CORU, can be made to district offices in exigent circumstances when a payment must be received before a subject can be paroled; or that a payment must immediately be made pursuant to a court order;

Maintained contact with county prosecutors regarding revenue payments sent by the prosecutors to CORU and district parole offices. These payments resulted from a disposition of inmate/parolee forfeited property by the county prosecutors and are credited by the Bureau of Parole toward payment of the subject's revenue obligation;

Ordered and distributed revenue supplies to district offices and maintained an inventory control of such supplies;

Maintained contact with the Violent Crimes Compensation Board (VCCB) Counsel regarding assignments of interest signed by victims who have received compensation from the VCCB, and are also entitled to receive court ordered restitution. The assignment of interest subrogates the VCCB as the party to receive restitution as reimbursement for the compensation paid to the victim.

Maintained contact with the Counsel of the Clients' Security Fund of the New Jersey Bar, regarding restitution owed to victim-beneficiaries who have been defrauded by New Jersey attorneys;

TABLE #2A

NUMBER AND PERCENTAGE OF RETURNS TO INSTITUTIONS
 BASED ON TOTAL NUMBER SUPERVISED
 BY DISTRICT
 1988 - 1989

	1	2	3	
Districts	Total Number Supervised	No. and Percent of Returns		Total
		Committed or Recommitted	Technical Violators	
1. Clifton	2718	41 1.5%	108 4.0%	149 5.5%
2. East Orange	2272	15 0.7%	111 4.9%	126 5.5%
3. Red Bank	1758	48 2.7%	178 10.1%	226 12.9%
4. Jersey City	2366	64 2.7%	217 9.2%	281 11.9%
5. Elizabeth	1832	30 1.6%	242 13.2%	272 14.8%
6. Trenton	2440	25 1.0%	201 8.2%	226 9.3%
7. Camden	2754	49 1.8%	280 10.2%	329 11.9%
8. Atlantic City	2288	23 1.0%	228 10.0%	251 11.0%
9. Newark - East	2068	64 3.1%	113 5.5%	177 8.6%
10. Vineland	1639	26 1.6%	191 11.7%	217 13.2%
11. New Brunswick	1757	24 1.4%	88 5.0%	112 6.4%
12. Paterson	2553	95 3.7%	121 4.7%	216 8.5%
13. Newark - West	2065	33 1.6%	103 5.0%	136 6.6%
TOTAL	28510	537 1.9%	2181 7.6%	2718 9.5%

TABLE #3

RECORD OF MISSING CASES
COMMITMENT TYPE
1988-1989

	Total on Parole on 6/30/89	Missing as of 6/30/88	Became Missing Between 7/1/88 and 6/30/89	Total Missing	Accounted for Between 7/1/88 and 6/30/89	Total Missing 6/30/89	Net Difference	Percent of Missing in Relation to Caseload on 6/30/89
Institutions								
Juvenile Females	38	4	2	6	3	3	-1	7.9%
Adult Females	896	73	48	121	39	82	9	9.2%
Out-of-State Females	51	0	0	0	0	0	0	0.0%
County Females	172	7	12	19	4	15	8	8.7%
Juvenile Males	982	30	40	70	31	39	9	4.0%
Youth Males	4494	429	319	748	315	433	4	9.6%
Adult Males	10764	667	530	1197	517	683	16	6.3%
Sex Offender (Diagnostic Center)	108	2	3	5	1	4	2	3.7%
Out-of-State Males	686	7	31	38	18	20	13	2.9%
County Males	1304	46	76	122	56	66	20	5.1%
TOTAL (In New Jersey)	19495	1265	1061	2326	984	1342	77	6.9%

TABLE #3A
RECORD OF MISSING CASES
BY DISTRICT
1988-1989

Districts	*Caseload on 6/30/89	Missing as of 7/1/88	Became Missing Between 7/1/88 and 6/30/89	Total Missing	Accounted for Between 6/30/89 and 7/1/88	Total Missing 6/30/89	Net Difference	Percent of Missing in Relation to Caseload on 6/30/89
1. Clifton	2017	137	36	173	76	97	-40	4.8%
2. East Orange	1485	112	34	146	60	86	-26	5.8%
3. Red Bank	1144	76	96	172	89	83	7	7.3%
4. Jersey City	1640	155	242	397	202	195	40	11.9%
5. Elizabeth	1200	119	134	253	123	130	11	10.8%
6. Trenton	1775	109	87	196	56	140	31	7.9%
7. Camden	1732	71	29	100	20	80	9	4.6%
8. Atlantic City	1457	70	48	118	51	67	-3	4.6%
9. Newark - East	1302	129	19	148	49	99	-30	7.6%
10. Vineland	980	62	117	179	107	72	10	7.3%
11. New Brunswick	1237	56	44	100	44	56	0	4.5%
12. Paterson	1758	102	85	187	57	130	28	7.4%
13. Newark - West	1767	67	90	157	50	107	40	6.1%
TOTAL	19494	1265	1061	2326	984	1342	77	6.9%

*In New Jersey

TABLE #4

SUMMARY OF DAILY RECORDS OF ACTIVITIES
1988 - 1989

District Offices	FIELD AND OFFICE CONTACTS													REPORTS SUBMITTED					SUMMARIES SUBMITTED					HOURS		MILEAGE	
	TYPE OF CONTACT (1)								SUPERVISION (2)			INVESTI- GATION (3)		SUPERVISION (4)		INVESTI- GATION (5)		SUMMARIES SUBMITTED (6)					HOURS		MILEAGE		
	C	E	H	N	O	S	PCH	RH	P	PD	R	P	N	F-19	F-21	PP	SR	DR	DA	TR	TS	OFFICE	FIELD	STATE	PER- SONAL		
DO #1	7544	454	7692	4121	7439	2	167	83	12185	14071	1451	2482	982	1685	2484	1239	232	5	0	89	404	13971	15270	158890	11237		
DO #2	2843	56	2853	1641	6742	17	111	38	8530	6796	1154	654	496	1283	1252	701	339	2	0	99	425	14561	6860	31842	97		
DO #3	7843	467	6609	2854	7974	18	156	103	13991	16423	1388	1791	623	1667	1805	985	252	15	0	1113	195	11718	12802	11993	253		
DO #4	5588	302	3295	2492	8880	12466	293	107	1367	10732	1368	1768	831	2311	2387	1256	196	13	0	60	218	15557	7312	63643	524		
DO #5	6119	160	5433	2482	7054	0	226	109	9013	12199	1062	1939	699	1446	1770	975	142	5	17	79	152	12107	9324	76006	150		
DO #6	8062	752	6169	3426	11530	40	178	114	14602	15320	2897	2427	691	1325	1971	1094	211	11	52	110	327	14978	13877	111493	0		
DO #7	10863	606	10110	4383	21198	4	439	221	21733	19758	2841	2348	987	2894	2676	1596	766	23	98	116	540	19476	9922	138552	21		
DO #8	8183	873	6684	3033	10195	35	179	101	13204	13823	2144	1513	723	1316	1975	1608	344	2	186	187	528	9261	9543	138797	0		
DO #9	3578	406	7599	2746	8217	99	181	79	12105	11567	1419	1627	1315	2546	2276	1036	58	9	0	136	297	16163	9525	39892	0		
DO #10	7884	315	4488	2782	11187	5	311	99	12251	16947	2525	874	428	1982	2985	1287	942	25	397	130	321	17969	8963	140899	306		
DO #11	5469	408	4177	1988	6108	20	77	26	12357	11550	1198	1187	429	1152	1283	784	681	55	6	140	299	11408	7735	67384	0		
DO #12	5241	158	4597	2437	8102	0	68	66	13834	12083	1751	2318	696	2002	2330	1510	36	8	275	100	570	21592	22437	102082	153		
DO #13	2482	103	3534	1848	5358	0	153	91	7070	5872	672	1531	792	923	1002	1075	349	19	8	86	213	12019	5070	36140	891		
TOTAL	81699	5060	73240	36153	119984	12706	2539	1237	152242	167141	21870	22379	9692	21732	26196	15146	4548	192	1047	2445	4489	198780	137840	1108893	13542		
GRAND TOTAL								322,618				341,253	32,071		47,928		19,694		8,173					328,620		1,122,435	

Legend:

(1) C - Community Contact other than E or S
 E - Employment Contact
 H - Home Contact
 N - Visit Made - No Contact
 O - Office Contact
 S - School Contact
 PCH - Probable Cause Hearing
 RH - Revocation Hearing

(2) P - Positive Contact with parolee
 PD - Positive Contact other than Parolee
 R - Case review with or without parolee

(3) P - Positive Contact
 N - Negative Contact

(4) F-19 Chronological Report
 F-21 Special Report

(5) PP - Preparole Report
 SR - Special Report

(6) DR - Discharge Summary
 OA - Other Agency
 TR - Transfer Summary
 TS - Termination Summary

