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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

Whittlesey Road (CN 864)  
Trenton, New Jersey 08625

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John P. Zerillo  
Assistant Commissioner

Susanne Nielsen Pavelec  
District Parole Supervisor

Fred B. Holley, Chief  
Bureau of Parole

Victor R. D'Ilio  
Assistant Chief



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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:

1. To provide appropriate investigation and effective supervision for those persons paroled from state and county correctional facilities and from other states which release offenders to programs in New Jersey. Bureau of Parole involvement with offenders begins while they are inmates, continues through the period of parole supervision, extends beyond the maximum expiration date whenever parolees have not completed revenue payments, and is available on an informal basis when ex-offenders seek counseling or delivery of services.
2. To improve the level of community protection against parolees whose potential for recidivism is high by use of surveillance, urine monitoring, mental health treatment services, and ongoing cooperation with law enforcement agencies. Should arrest on new charges be of a serious nature and the parolee pose a danger to the public safety, revocation proceedings may be initiated, upon the request of the prosecutor.
3. To meet Legislative and Administrative mandates regarding court assessed revenues (penalties, restitution, fees, and fine).
4. To assure the proper and orderly supervision of parole clientele beyond state lines in accordance with the Juvenile Compact and the Parole and Probation Compact.
5. To increase community participation in the reintegration process by involving citizen volunteers from both the private and public sectors in Bureau programs.

### MAJOR OBJECTIVES

1. To increase field staff's ability to respond appropriately to individual parolee's needs, the reduction of caseloads substantially below the present 1:80 ratio being a priority.
2. To facilitate preparation of some 8700 state and county inmate's release to parole supervision and to serve in a liaison role between personnel of correctional institutions and training schools and Bureau of Parole field staff.
3. To provide intensified services and supervision to some 200 offenders by use of community-based residential facilities for parolees who are failing to satisfactorily adjust to existing community plans and circumstances.
4. To provide hearings mandated by New Jersey Statute for approximately 2500 parolees whose adjustment has deteriorated markedly in one or more serious aspects.
5. To provide a program for 20 additional interested and qualified citizens from all walks of life who wish to serve as volunteers in the Bureau's effort to reintegrate adult and juvenile parolees from correctional institutions and training schools.



6. To collect, safeguard, and deposit some \$500,000 in penalties, fees, fines and restitutions levied against offenders by the sentencing court. In certain instances, the Parole Board may also impose a condition requiring restitution, the amount set by the court. To vigorously pursue delinquent accounts and to initiate formal collection procedures whenever offenders are unresponsive to Bureau efforts to elicit payments.
7. To facilitate client movement through established compacts and agreements, to any area of the country which may be required to meet the needs of the larger criminal justice community and/or to provide a broader range of alternatives/opportunities to approximately 1000 offenders.

#### ANTICIPATED NEEDS AND ISSUES

Additional responsibilities created by statute and the Bureau's efforts to increase its responsiveness to demands upon its service continue to require additional personnel and equipment.

Present staffing patterns allow for individual caseloads of approximately 80 per officer. In many instances, special conditions mandate that cases be maintained on intense 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, participate in the supervision of the Furlough/Work Release Program and assure that institutional parole services are available to each of the county correctional institutions and community release facilities.

Modifications to the Parole Act have provided the authority for Parole staff to make arrests of 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 the present staff, the need for a surveillance squad stationed at each office is foreseen. Specially trained personnel meeting predetermined physical and mental characteristics 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 prisoners on parole.

With the cooperation of the State Parole Board, electronic surveillance could become a viable tool in freeing critically needed institutional bed space. Electronic surveillance could be applied to certain categories of prisoners who would be released from prison to house arrest. During non-productive hours, the parolees will be required to be confined to their places of residence. A variety of such systems have proven beneficial in other jurisdictions and a limited experiment utilizing the Bureau of Parole will begin in New Jersey in the coming fiscal year. The cost of needed senior parole officers with appropriate equipment might very well be offset by the savings achieved by the release of prisoners to the program.

The Parole Revocation Process has become complex with many legal complications. Hearing officers are required to make determinations on presentations by prosecutors representatives and public defenders. Over 2,500 such hearings are held each year. The Bureau seeks a special unit of probable cause hearing officers to replace the senior parole officers



presently conducting the hearings who must share their time in performing a variety of other responsibilities. Staff of the proposed Probable Cause Hearing 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. Further, time would permit a greater exchange of information and coordination with the Office of the Public Defender, the State Parole Board and the Office of the Attorney General and stature in the Bureau would hopefully be such that their reviewing of cases might be a mechanism to critique supervision procedures and hence casework might be strengthened.

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

Present staffing patterns in the Central Office should be expanded to meet increased demands required in handling certain interstate matters. New Jersey cases residing out of state are now being monitored by the district offices and correspondence is being routed from the receiving state to the district offices through the Central Office. Even without a review of the correspondence and direction given to the district, necessary clerical staff alone is needed for the mail operation. Should the Central Office become involved in the review of the correspondence and lending direction to the district for case handling, additional professional staff would be a prerequisite.

A Revenue Collection and Service Unit has been structured from existing staff. This structure has placed additional strain upon field personnel, and upon their discharge of supervisory/investigative responsibilities toward parolees and inmates. In the recent past, the collection 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. As a result, the need for a Fiscal Accountability Unit equipped with bookkeepers and fiscal analysts 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 and petty cash and accept reimbursement from parolees for financial aid previously extended. An accounts manager at each site in the person of a bookkeeper would reduce the margin of error in proper bookkeeping practices.

Data entry operators are also sorely required. Their primary function might well be to enter required information so that the revenue collection electronic files may be properly used and maintained. Recently, increasing pressure has been brought to update and maintain the OBCIS file by making appropriate entries in a timely fashion. Other programs available might include DMV lookups, CCH, NCIC and teletype activities. The Bureau is further investigating the possible use of word processors at each of its



field sites and as an active participant in the BSP/SA is hopeful of further automation in the future.

With the anticipated erosion of federal funding in the coming fiscal years, the specialized intensive programs involving both adults and juveniles might well be placed in jeopardy. Funding for thirteen senior parole officers to continue the Intensive Surveillance/Supervision Program and for four to continue the Juvenile Aftercare Program must be complimented by the necessary moneys for their clerical and vehicular support. Should the programs prove eminently successful and intensive supervision of small caseloads shown to be cost-effective then the expansion of both programs will be warranted.

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 to 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.

The Bureau's involvement in the Interagency Affiliation Agreement to monitor parolee movement thereby assuring that known child abusers remain apart from their victims or potential victims is indicative of a computerized system which might interface with one of the Division of Youth and Family Services. Tracking of the offender and victims alike would be made easier than the present written and telephonic communication. Along with the compatible programs, staffing for data entry is also required.

As the Bureau continues experimentations with a variety of programs including the Model Systems Approach to Supervision, electronic monitoring, intensive supervision and other innovative concepts, a small research unit may be deemed appropriate. In making appropriate comparisons with control groups, experimental programs might be discarded or expanded whatever the evidence indicates. In other instances, the need for modifications 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 17,500 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 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 necessary 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.

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 other than the community residential center in Jersey City 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 and 8 following

26. DEPARTMENT OF CORRECTIONS--Continued  
 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 1986	Actual FY 1987	Budgeted FY 1988	Budget Estimate FY 1989
<b>EVALUATION DATA</b>				
Parole				
Parolees under supervision (beginning of year).....	14,369	15,340	15,380	16,080
Added to parole.....	8,343	8,756	9,230	9,120
Removed from parole.....	7,372	8,716	8,530	8,000
County cases under supervision.....	1,018	1,249	1,089	1,120
Positions assigned to parole supervision.....	192	192	210	220
Average caseload per officer (beginning of year).....	1/75	1/80	1/73	1/73
Community Programs				
Average Daily Population (resident)	76	78	93	93
Community Residence Center, Jersey City.....	18	13	20	20
Community Service Center, Newark.....	45	53	60	60
Community Service Center, Essex.....	13	12	13	13

**POSITION DATA**

Budgeted Positions.....	406	402	404	428
Parole.....	364	360	362	387
Community Programs.....	42	42	42	41
Positions Budgeted in Lump Sum Appropriations.....	-----	-----	27	27
Authorized Positions - Federal.....	-----	16	23	23
Total Positions.....	406	418	454	478

**APPROPRIATION DATA (amounts expressed in thousands)**

-----Year Ending June 30, 1987-----						Year Ending -----June 30, 1989-----			
Orig. & (S)Supple- mental	Reapp. & (R)Rec	Transfers (E) Emer- gencies	Total Available	Expended	PROGRAM CLASSIFICATIONS	Ref Key	1988 Adjusted Approp	Requested	Recom- mended
9,156	25	704	9,885	9,875	Parole	03	11,109	11,889	11,889
1,414	---	96	1,510	1,510	Community Programs	04	1,567	1,575	1,575
10,570	25	800	11,395	11,385	Total Appropriation		12,676	13,464	13,464
<b>Distribution by Object</b>									
<b>Personal Services--</b>									
9,234	---	468	9,702	9,702	Salaries and wages		10,624	10,503	10,503
---	---	---	---	---	Positions established from lump sum appropriation		532	532	532
10	---	---	10	10	Food in lieu of cash		10	10	10
9,244	---	468	9,712	9,712	Total Personal Services		11,166(a)	11,045	11,045



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, 1987-----						Year Endings -----June 30, 1989-----			
Orig. & (S)Supplemental	Reapp. & (R)Rec	Transfers (E) Emergencies	Total Available	Expended		Ref Key	1988 Adjusted Approp	Requested	Recommended
99	---	41	140	140	Materials and Supplies		99	150	150
237	---	208	445	445	Services Other Than Personal		329	471	471
492	---	48	540	540	Maintenance and Fixed Charges		522	596	596
160	---	---	160	160	Special Purpose-- Payments to inmates discharged from facilities	03	160	160	160
---	---	---	---	---	Expanded juvenile aftercare program	03	---	319	319
---	---	---	---	---	Increased parole supervision	03	---(b)	382	382
51	---	8	59	59	Community Residence Center, Jersey City	04	51	54	54
171	---	-4	167	167	Community Service Center, Newark	04	171	181	181
79	---	1	80	80	Community Service Center, Essex	04	79	84	84
27	---	22	49	49	Compensation awards		27	---	---
488	---	27	515	515	<u>Total Special Purpose</u>		488	1,180	1,180
10	25	8	43	33	Additions, Improvements and Equipment		72	22	22

### OTHER RELATED APPROPRIATIONS

Federal Funds									
---	---	299	299	299	Parole	03	371	371	371
-----	-----	-----	-----	-----			-----	-----	-----
---	---	299	299	299	<u>Total Federal Funds</u>		371	371	371
-----	-----	-----	-----	-----			-----	-----	-----
					<u>All Other Funds</u>				
---	{ 156 35 R }	---	191	4	Community Programs	04	---	---	---
-----	-----	-----	-----	-----			-----	-----	-----
---	191	---	191	4	<u>Total All Other Funds</u>		---	---	---
-----	-----	-----	-----	-----			-----	-----	-----
10,570	216	1,099	11,885	11,688	<u>Grand Total</u>		13,047	13,835	13,835

(a) The 1988 appropriation has been adjusted for the allocation of the salary program.

(b) Appropriation of \$598,000 distributed to applicable operating accounts.

10. PUBLIC SAFETY AND CRIMINAL JUSTICE  
17. PAROLE AND COMMUNITY PROGRAMS  
7280. STATE PAROLE BOARD

## OBJECTIVES

1. To determine when adult and juvenile inmates of State and county correctional facilities are eligible for parole release and to conduct parole hearings to grant parole to those eligible where it appears consistent with the safety of the community and the successful reintegration of the individual therein.
2. To provide at least an annual review for all adult cases and a quarterly review of all juvenile cases.
3. To provide a legal due process hearing when parole revocation or parole rescission is considered.
4. To consider parole discharges and the imposition of parole conditions.
5. To issue parole warrants, subpoenas, and certificates of good conduct when necessary.
6. To process executive clemency petitions for the Governor.
7. To receive and evaluate the input of victims of crimes and provide preparole information to prosecutors.
8. To promulgate rules and regulations governing the parole system.

## HIGHLIGHTS

The November 17, 1987 edition of the New York Times carried an editorial in support of a strengthened parole system emphasizing "there is nothing wrong with Parole that adding teeth won't solve". The thrust of the argument centers around certain parolees perception of release as total freedom rather than supervision which might be exacerbated by high officer caseloads thereby disallowing intensity of contacts as may be required on specific cases. New York's Absconder Task Force has teamed parole officers and police officers in attempts to locate and apprehend absconders prior to their committing additional serious crimes. The times advocates increasing personnel assigned to the task force and eliminating any waiting period subsequent to a parolee's absconding before assigning a case to the unit. An extension of the idea to also involve probation officers and correction officers is also advocated.

The Bureau's representative to the American Probation and Parole Association's Symposium has reported some controversial conclusions. According to his synopsis of a seminar dealing with the arming of probation and parole officers, the conclusion was reached that it is a "mistake to think that the arming of probation/parole officers must result in abandonment of social work practices - both law enforcement and casework are exactly what makes probation and parole distinct entities." The philosophy of New Jersey educators and criminal justice experts have been diametrically opposite in the recent past. Their published study had indicated that parole officers cannot be both enforcement oriented and social work conscious. They called for the abandonment of law enforcement activities by parole officers for the sake of social work. That philosophy assisted in the shaping of the Parole Act of 1979 under which the New Jersey Parole Bureau is operating today. However, the thinking at the symposium indicated that this inability to respond makes probation and parole agencies vulnerable inasmuch as the violators oftentimes slip through the cracks and go on to cause harm.

Another interesting conclusion held that in many instances probation/parole officers are afraid to conduct field contacts especially in high crime areas. This concept has reinforcement. During the fiscal year, the Arizona authorities had contacted the Bureau in their deliberations as to whether or not they would arm their officers as a result of a series of incidents occurring in that state. Symposium participants have indicated that this fear has resulted in parole officers finding alternative and less effective ways to substitute for face to face contacts. The report goes on to advise that if arming parole officers for self defense purposes only increases the likelihood that the field contacts would be made, then arming parole officers should be allowed by both statute and agency policy. Bureau members are not included among the Department of Corrections employees authorized to carry firearms but recent revisions in supervision standards permit the increased use of telephone contacts in replacement for former face to face encounters.

The assistant commissioner, Bureau management and supervisory staff have developed a plan to implement an Electronic Monitoring Program in New Jersey. Subsequent to discussion with representatives of the State Parole Board, it has been determined that the clientele for participation in the program during an experimental six-month period will consist solely of selected technical parole violators who would have otherwise had parole revoked and been returned to an institution. The plan would place them under an electronic home monitoring by use of a device that will monitor their whereabouts allowing them a specified period when they may work or



seek employment. Home confinement would be required whenever the parolee does not obtain permission to engage in reasonable worthwhile activities. The equipment will automatically notify a central monitor to report violations of the home confinement regulation. The experimental group of participants are to be selected by the Parole Board which will set a special condition requiring program participation for a specified period of time. No one is expected to participate for over six months. Indications are such that if the program proves successful during the experimental period, its expansion might be anticipated.

District Office No. 13 became a reality during the year. Although not yet a free standing district with a full catchment area, a separation of personnel, cases and equipment from District Office No. 2 has allowed for the establishment of the district. Eventually, it will move into its own quarters and its full catchment area which will include not only that which has already been transferred from District Office No. 2 but an adjacent area presently supervised by District Office No. 9. When fully established, it will service an area of the City of Newark which will then house two district offices while District Office No. 2 will continue to remain in East Orange and service suburban Essex County. Once the facility is found for District Office No. 13, the final efforts toward bringing together all components and establishing it as an independent district will be completed.

In that the Bureau's earlier request for salary reclassifications was unsuccessful because of a moratorium on new titles or reclassifications, management has asked for consideration of a change from the present 35 hour work week to a 40 hour week for all professionals. The request includes a concomitant increase in salary to cover the five additional hours per week. Not only would this provide for a salary upgrade but it would assist in minimizing the need to build compensatory time prior to earning overtime. With an increase in the work week, coverage would be expanded permanently, salaries would be increased and the Bureau could get away from some of the problems created by compensatory time. Bureau staff, in a very close vote were opposed to the proposal. This may be explained to some extent by the fact that the clerical employees who voted have had the opportunity to earn time and a half for hours worked after 35 hours. Other field staff have voted the proposal as a "give back" and felt that any changes in hours worked should be a matter of negotiated agreement.

The assistant commissioner has provided regulations for the issuance of Bureau of Parole warrants in situations of immediate emergencies as delineated in recently enacted statute. The parole officer must have documentary evidence to believe that a parolee has either committed or is about to commit a crime or is about to flee. Further, upon review of the parolees folder, a parole officer must determine that the parolee also poses a danger to the public safety and the circumstances are such that cannot await routine processing and possible issuance of a Board warrant. In the final analysis, however, the Bureau still cannot initiate revocation proceedings based on the commission of a new crime which has not been disposed of at the trial level without a request by the prosecutor and approval from the State Parole Board, a situation which has not changed despite passage of amendments to the Parole Act.

The assistant commissioner also established those circumstances under which a parole officer may arrest a parolee. In essence, the parolee, whose case fits the above description for the issuance of a Bureau warrant must pose no threat to the safety of the parole officer. Should resistance be

encountered at any step during the arrest, the officer is to withdraw and enlist the assistance of a law enforcement officer. In all other instances, parole officers should not involve themselves in the arrest but should go initially to law enforcement in order to affect the parolee's apprehension.

The entire professional staff received formal training in legal concerns of arrest, handcuffing and street survival. A two day training session was conducted at the Correction Officers Training Academy by the academy trainers. Classes were maintained at 50 or under and were offered on several occasions during the year. Handcuffs were purchased and distributed. Bureau warrants were developed, approved and printed. Shields were acquired for all of the professional staff and each had been given the caveat defining the very limited arrest authority which has been returned to him.

Bureau management developed a policy on frisk searches and subsequent to a review by the Departmental Special Assistant for Legal Affairs distributed the document along with a procedure for the disposal of contraband. Essentially, a frisk search includes the touching of the body through clothing in order to ascertain whether or not the parolee is carrying contraband. Pockets, seams, hair and other articles on the parolee may also be examined. The frisk search is authorized only subsequent to arrest and handcuffing in accordance with the assistant commissioner's directive and the disposal of contraband is made through law enforcement agencies. Frisk searches may be made only by officers of the same sex as the parolee and strip searches are not authorized.

With the implementation of Assembly Bill 1547, the Office of the Public Defender was disallowed from making indigency determinations which qualify clientele for their services. Under the revised process, parole officers now must make the county criminal case managers aware of a request for representation by the public defender of any parolee who is involved in the revocation process. Upon submission of certain information, the case managers make a determination as to whether or not there is a matter of indigency in each particular case and if so notifies both the parole officer and the Office of the Public Defender. In the event that there is a determination that the indigency qualifier is not present then the names of three attorneys who might process the case are given to the parolee for him to make contact. If, in the final analysis, none of the three will represent the parolee then the matter is again referred to the case managers for further determinations. In the event that the parolee is confined in the state institution, referrals are made to the State Parole Board Revocation Unit by the parole officer. The Revocation Unit in turn makes contact with the Administrative Office of the Courts where a final determination is made.

An experiment involving the teleconferencing of parole officer testimony at Final Revocation Hearings has begun. Equipment has been installed in District Office No. 2 and Bayside State Prison and the first teleconferencing of testimony took place during February on a District Office No. 2 case. The experiment later accelerated and expanded. It now involves the teleconferencing of parole officer testimony on cases confined at Bayside State Prison and whose parole officers are assigned to District Office Nos. 1, 2, 4, 5, 9 and 12. The officers so involved report to District Office No. 2 in order to teleconference their testimony. Documentation not available at the hearing site is telefaxed. As the fiscal year drew to a close, efforts were under way to ascertain the value



of placing additional equipment at the Southern State Correctional Facilities compound in order to more rapidly gain the needed experience to properly evaluate the program.

The case of Mills Boone vs. Chris Dietz et.al. was settled in the Federal District Court. Boone sued as a result of his not being afforded a Probable Cause Hearing and as a result of the fact that his Final Revocation Hearing was conducted outside the 60 days provided by law. The Probable Cause Hearing was not held because of the Board's determination at the time that an indictment in and of itself established probable cause and that a Probable Cause Hearing was not required. However, the court did decide that, as is the present case, a Probable Cause Hearing is required by New Jersey State Law and that the Final Revocation Hearing was conducted outside of the 60 day period. The court found that the inmate had not been harmed in the sense that this "naked" violation of constitutional rights was not actual harm and as such Boone was awarded nominal damages in the amount of \$1. The Board was instructed to satisfy the claim and the Bureau has long since been conducting Probable Cause Hearings even in matters where indictments have been returned on new offenses.

#### DEVELOPMENTS

Representatives of the Federal Bureau of Investigation visited the Bureau's Central Office in order to conduct an audit of compliance to NCIC operations. In addition, some 67 entries were examined in order to determine the quality of the records entered. The results of the audit reveals that the Bureau was in compliance with most of the NCIC regulations and its entry quality was substantial. The one deficiency ascertained was that entries were not proofread by a staff member other than the one who entered the data originally. As a result, the Bureau has implemented a system of compliance with this mandate through a shuffling of priorities needed to place more time on this activity.

In accordance with direction from the assistant commissioner, the Bureau has issued a policy statement concerning the supervision of parolees with AIDS. Parolees who are known to have AIDS are required to meet their obligations to the same extent that parolees without AIDS are required to meet theirs. Parole officers are required to provide the same assistance level and level of supervision to parolees with AIDS as they have to provide the parolees without infection. Since inmates of correctional institutions and parolees may be viewed as belonging to a high risk group of infection, certain precautions must be observed by personnel in handling urine samples from parolees with or without AIDS. Further, in response to an inquiry from Bureau management, the Office of the Attorney General has ruled that Parole staff has no duty to disclose the physical condition of an AIDS case to those with whom he lives. One of the districts had originally asked as to their responsibility should an AIDS victim actually suffer an injury within the home and an unknowing co-resident come in contact with body fluids which might spread the infection.

Certain PROOF staff have conducted research and have prepared a paper for distribution. They contend that their findings prove older parolees benefit more from treatment programs than do younger parolees. Contrary to the expectations, the youngest parolees were the second highest achievers following the oldest group. Their results appear to indicate that the age group between 22 years and 32 years benefits the least. The results support the hypothesis that the older criminals are able to benefit more from supportive programs. They stayed the longest and saved the most money



at PROOF. Staff feels that this tends to support the theory of behavioral change with age. Insofar as the very young offenders are concerned, the authors feel that this group was comprised of the less prolific of juvenile offenders who do not become chronic adult offenders. Further research is planned.

Field staff developed and began to implement a new risk/needs instrument. Each newly paroled case is evaluated and the appropriate risk assignment determines status except in those instances where it is not in agreement with those mandated by the Board. Cases are reassessed every six months and adjustments are made to their statuses and prescription plan. After several months usage, the Model Systems Steering Committee met regarding the findings of several DPS' concerning the placement of boundary lines scores dividing maximum, medium and minimum designations as developed by the assessment instrument. Initial indications were that the instrument might be categorizing an inordinate number of parolees in the minimum and medium categories that in reality should be classified as maximum. The Steering Committee found that several factors might be contributing to this problem including that parole officers were not properly completing the instrument and that the instrument might have some defects. As a result, changes were made in the instrument and a training session convened on its use for all district supervisors who were then responsible to return to their district and further train their staff.

Efforts continued through most of the fiscal year in transferring New Jersey cases residing out of state from the Office of Interstate Services to the various district offices. Other cases resident out of state who have reached their maximum sentence but continue to owe revenue obligations were transferred from the Central Office Revenue Unit to the various components. The district offices were required to absorb these cases into their count and monitor supervision activities. Certain boundary determinations including the filing of warrants, extradition and like matters continue to be retained by the Office of Interstate Services.

Sr. P.O. Leonard Domanski was selected by his peers as the Bureau's recipient of the Annual Merit Award. He was honored during April at a Departmental luncheon for all its awardees. Mr. Domanski was recognized for his work as a volunteer prior to his joining the Bureau as a parole officer and his later work as a senior parole officer most recently in the ISSP. Also in naming nominees for service awards, the Department has cited a number of Bureau employees varying in length of service from 5 to 30 years.

After considerable preliminary efforts, Bureau management has been contacted by Treasury officials in order to begin preliminary discussions of development of a procedure in processing individuals who either cannot or will not fulfill revenue obligations once their maximum has expired. An unofficial accounting of these cases indicates that their numbers exceeds 2,200. Treasury officials continue to require further time for their research in certain elements of the system. One possibility exists that such cases may be returned to the Administrative Office of the Courts for disposition in that the Bureau is only a revenue collector through whom the money passes and not the ultimate beneficiary of the funds. Since the obligations are imposed by the courts, it is conceivable that the matters will be returned to the Administrative Office of the Courts for disposition once the Bureau determines it futile to proceed further. Further deliberations on this matter are anticipated in the coming year.



As a result of Bureau management's participation in the Department's Business Systems Planning/Strategic Alignment Review Committee, a report on the Bureau's automation needs was prepared. Subsequent to the distribution of a preliminary report compiled by management for critical comment, suggestions were solicited from all component units. Upon receipt of their comments, a final document was developed. Most responding units felt that the most extensive of automated needs lies within offender information categories. Information filed in a data base might be extractible in a variety of ways thereby allowing management information for various levels of the Bureau. Administrative needs including personnel, time and attendance, and financial records were also addressed. Finally, a section was developed dealing with possible uses of word processing. How much of the program will actually materialize is dependent largely to the extent that funding becomes available. However, the Department must submit a master plan dealing with automation needs with its next budget and the Bureau's needs will be expressed to some extent within the larger document.

Expansion of the revenue collection program to include Forensic Laboratory Fees and Mandatory Drug Enforcement and Demand Reduction Penalties as provided for in Chapter 35 of the Criminal Code began during the year. However, according to reports compiled, the Bureau of Parole's revenue collection efforts have succeeded in bringing in substantially less than 5% of collectibles. Collection, recording, depositing and transmission of information continue to consume a significant portion of employee time. The electronic system to assist in collection activities cannot become operational with present staffing. The supervisor of the Central Office Revenue Unit reports activities in that component over the past five years which has seen the weekly average of payments received increase from approximately 12 in 1982 to 84 in 1987. District offices continue to report larger numbers of cases remaining on the count after serving their full time portion due to the incomplete amortization of revenue obligations. A recent survey indicates over 2,400 such cases are presently being carried by the Bureau. Needless to say that the revenue collection responsibility of the Bureau is considerable and is increasing.

The Department of Health provided onsite training at all district offices concerning the AIDS problem. Arrangements were made through the Department of Health by the Chief's Office for the seminars in order that the Department of Health personnel might update Parole staff on the latest developments and orient new hires concerning the affliction. The IPO's were encouraged to attend this training at the site closest to their work place. Appropriate procedures have been distributed to each unit concerning proper procedures in the collection of urine samples and gloves are provided through the Central supply room.

As a result of an emergent situation, a policy statement concerning the distribution of restitution payments was promulgated with the cooperation of the Bureau of Audits and Accounts and received the approval of the Departmental Special Assistant for Legal Affairs. In such instances where restitution is ordered for multiple beneficiaries and the court does not stipulate a priority then each beneficiary will receive a pro-rated portion of each payment. The Bureau of Audits and Accounts has requested however that as an order of practicality that the collections be held until at least \$10 is available to be distributed to the parties eligible for the least payment. At that time, payments will be made to all beneficiaries.

Bureau management has cautioned field staff not to authorize the return to an institution of any parolee who has not been afforded the opportunity for

an in-persona Probable Cause Hearing. A situation arose as a result of a suit in which a demand for damages was made by a parolee who was moved to a state institution without the benefit of a Probable Cause Hearing which was later scheduled for him at the parent institution. The court dismissed the charges because the Parole staff involved had no personal knowledge or involvement in the movement but the legality of the transfer itself was an issue not decided. In-persona hearings will be conducted or waivers of same examined by probable cause hearing officers prior to the movement of any parolee under these circumstances.

The Department of Corrections long range plan as submitted to the Office of Management and Budget indicates that the long range probability concerning the Bureau of Parole involves maintaining a parole officer to parolee ratio of 1:73 as the parolee population grows by some 10,000 cases. The need for an additional 140 to 150 parole officers along with their clerical and vehicular support is seen as a need to be phased in over the next five years. Concomitant need for supervisors and administrative staff is also seen. Other recommended planning areas include the expansion of innovative supervision strategies such as the Intensive Supervision caseloads and the expanded utilization of residential facilities for housing parolees who are likely to experience adjustment difficulties. Purchase of services required by parolees is also seen as an area which might be reviewed. Finally, the plan encourages the implementation of the BSP/SA objectives as indicated in that element of the Department's master plan dealing with the automation of parole records.



## PERSONNEL

As of June 30, 1988 according to the administrative assistant, the total compliment of 414 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	59
Senior Parole Officer (IPO)	16
Residential Parole Officer	7
Executive Assistant	1
Project Specialist (Community Resource & others)	9
Parole Officer	171
Parole Officer (IPO)	1
Clerical	<u>111</u>
TOTAL	<u>414</u>

Funding for Fiscal Year 1988 provided the Bureau with an additional twenty (20) professional and six (6) clerical positions. The Bureau was authorized to upgrade several of these positions in order to provide for selected supervisory staff for District Office No. 13.

The Institutional Parole Office at Northern State Prison was staffed during the year with two (2) senior parole officers and a senior clerk transcriber.

Retirements during the fiscal year included those of Lee Patterson and Eugene Gatti, both veterans of 30 years with the Bureau. Mr. Patterson had achieved the title of district parole supervisor. Executive Assistant Josephine McGrath announced her retirement with the change of fiscal years. Her tenure with the Bureau spanned 35 plus years, and Head Clerk Kay Quiroli, DO #8 also with 30 years of service to the Bureau retired.

The Bureau was saddened to learn of the passing of former DPS Patterson as the fiscal year drew to a close.

During the course of the year, Department of Personnel examinations were held for the title of parole officer trainee, parole officer (Juvenile Aftercare Program), district parole supervisor and parole officer (bilingual). Examinations pertaining to the titles of parole officer, senior parole officer and executive assistant were also announced and closed. Lists were promulgated and appointments made for the titles of supervising parole officer, district parole supervisor, parole officer (bilingual), parole officer trainee, assistant district parole supervisor and supervisor (Parole Residential Facility).

Management continued its efforts to reclassify professional staff salaries only to learn that the Department of Personnel has an extended moratorium on such reclassifications.

The opportunity to earn payment for overtime by Bureau professionals was extended through the bulk of the year. Earnings for overtime began

subsequent to 40 hours worked in any given week. Hours between 35 and 40 were credited to compensatory time.

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

Grace Turse, Principal Clerk Stenographer, District Office No. 7 retired after 9 1/2 years with the Bureau. Also the Bureau was saddened to learn of the demise of Dolores Schaeffer.

Sr. Parole Officer Maureen Halpin and Parole Officer Walter Tienken along with DPS Pavelec are members of the Board of the Volunteers in Courts and Corrections. Ms. Halpin is the secretary of the organization and P.O. Tienken is chairman of the Steering Committee.

As the fiscal year drew to a close, the Bureau was anticipating an additional eighteen (18) professionals and nine (9) clerical positions for Fiscal 1989. In addition, promotional opportunities for three (3) senior parole officer and an additional data entry operator title were anticipated in order to implement a program of electronic monitoring.

#### CASELOAD

As of June 30, 1988, a total of 17,262 cases were reported under the supervision of the Bureau of Parole by its various components. This represented a total increase of 1,455 cases during the course of the fiscal year. District caseloads as of June 30, 1988 were as follows:

DO #1 - 1,675	DO #8 - 1,160
DO #2 - 1,494	DO #9 - 1,534
DO #3 - 1,080	DO #10 - 903
DO #4 - 1,410	DO #11 - 1,044
DO #5 - 1,144	DO #12 - 1,558
DO #6 - 1,434	DO #13 - 1,003
DO #7 - 1,474	*OIS - 309

Bureau Total - 17,222

The out of state designation listed above refers to the total number of New Jersey cases residing in other jurisdictions and certain max cases residing out of state who have yet to fully amortize their revenue obligations. These cases are presently being absorbed into the district office counts. 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 17,262 included 968 females under supervision in New Jersey and over 2,400 cases are being carried beyond their maximum in order to allow for amortization of revenue obligations.

#### 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	58	0	36	94
Young Adult	53	0	10	63
Juvenile	<u>6</u>	<u>0</u>	<u>1</u>	<u>7</u>
Total	117	0	47	164

#### 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 1988:

a. Hearing requested and hearing held	1362
b. Hearing waived and hearing held	200
c. No response from parolee and hearing held	1166
d. Hearing waived and no hearing held	616
e. Probable Cause found and formal revocation hearing to follow	3119
f. Continuation of parole recommended although valid violations determined	196
g. Continuation on parole - no valid violations determined	22
h. Other	<u>7</u>
Total Hearing Scheduled (columns a+b+c+d)	3344
Probable Cause found and revocation hearing to follow	3119 (93.3%)

DISTRICT PAROLE SUPERVISOR'S DECISION

<u>DO#</u>	<u>Authorization to Continue on Parole</u>	<u>*Continue on Bail</u>
1	133	381
2	168	177
3	249	222
4	94	134
5	129	138
6	47	141
7	99	114
8	110	277
9	129	64
10	63	91
11	64	86
12	201	278
13	55	58
Totals	1541	2161

\*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 1988.

<u>Month/Year</u>	<u>Office</u>	<u>Field</u>	<u>Total</u>
July 1987	13,574.5	11,228.5	24,803
August	12,921	10,245	23,166
September	13,267	10,948	24,215
October	13,685	10,865.5	24,550.5
November	10,635.5	10,467	21,102.5
December	12,582.5	11,627	24,209.5
January 1988	13,657.5	9,754	23,411.5
February	14,390.5	10,290.5	24,681
March	19,069.5	12,540	31,609.5
April	14,397	11,010.5	25,407.5
May	14,501.5	10,556.5	25,058
June	15,006	11,899	26,905
Totals	167,687.5	131,431.5	299,119
Percent	56.1%	43.9%	100%

NEW JERSEY REHABILITATION COMMISSION PROJECT

As of June 30, 1988, the New Jersey Rehabilitation Commission indicated that it was servicing a total parole caseload in Newark of 73 cases of which 32 were on active status and 41 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 753 contacts after normal working hours.  
DO #2 - Staff made total of 207 contacts after normal working hours.  
DO #3 - Staff made total of 327 contacts after normal working hours.  
DO #4 - Staff made total of 93 contacts after normal working hours.  
DO #5 - Staff made total of 648 contacts after normal working hours.  
DO #6 - Staff made total of 164 contacts after normal working hours.  
DO #7 - Staff made total of 448 contacts after normal working hours.  
DO #8 - Staff made total of 586 contacts after normal working hours.  
DO #9 - Staff made total of 228 contacts after normal working hours.  
DO #10 - Staff made total of 358 contacts after normal working hours.  
DO #11 - Staff made total of 178 contacts after normal working hours.  
DO #12 - Staff made total of 439 contacts after normal working hours.  
DO #13 - Staff made total of 50 contacts after normal working hours.

Bureau staff made a grand total of 4,429 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 281 reviews were completed, resulting in 11 (3.9%) 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 phaseout has been followed by the implementation of the Job Training Partnership Act. Throughout the fiscal year, 611 parolees were referred, 350 accepted, and 14 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. The Bureau is attempting to further clarify parolee involvement in a district by district, county by county comparison.

### 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 1988, the Bureau of Parole received 2,812 requests for investigations of destinations proposed for escorted/unescorted furloughs from adult institutions. 2,311 investigations were completed. In addition, 13 district coordinators initiated 1,494 routine contacts with residences of furloughees or with law enforcement agencies as follow up investigatory efforts. The district offices and PROOF received 1,972 telephone calls from furloughees in fulfillment of the current "check-in" requirement. 174 no contacts were reported by the district office coordinators. When a furloughee makes no contact with the Bureau while on furlough, institutional authorities are notified. After conducting their investigation, necessary action is taken which may include disciplinary charges against the offender.

Juvenile Home Visits: During Fiscal Year 1988, the Bureau of Parole received 255 requests for investigations of destinations proposed for escorted and unescorted juvenile home visits. 208 were completed consisting of 197 approvals and 11 disapprovals. The district offices also initiated 201 contacts with home visit destinations or with law enforcement agencies subsequent to the initial investigation; and in combination with the staff of PROOF, received 443 "check-in" telephone calls from juveniles on home visits. There were 24 no contacts reported by the district coordinators. When a juvenile on a home visit makes no contact with the Bureau while on a home visit, institutional authorities are notified. After conducting their investigation, necessary action is taken which may include disciplinary charges against the offender.

All of the above activity in both the adults and the juvenile programs involved driving a total of 31,659 miles and spending a total of 6,935 hours on furlough/home visit related work. The following table provides a distribution of the Fiscal 1988 furlough/home visit related investigatory efforts by district offices.:

<u>District Parole Office No.</u>	<u>Requested/Completed/Disapproved</u>		
1	130	125	9
2	311	129	10
3	188	184	26
4	201	183	33
5	242	186	22
6	317	263	26
7	332	308	45
8	284	216	25
9	243	244	0
10	142	119	23
11	136	118	11
12	187	169	27
13	<u>99</u>	<u>67</u>	<u>11</u>
TOTAL	2812	2311	268

Work/Study Release

During Fiscal Year 1988, the requests for investigations of preparole community release job sites and completion of these investigations showed significant growth.



901 requests for investigations of job sites were received by the districts during the fiscal year. The completed investigations consisted of 498 approvals and 220 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 6,935. Also, 31,659 miles were driven in order to complete this work, and the Furlough/Work Release activities.

There were 160 requests for monitoring of work release sites from the contract halfway houses by the district offices.

All indications continue to point to increased volume of activity for the Bureau in connection with these programs. In fact, some reporting figures for the past year (as in the case of the Furlough Program) would have shown greater 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 scheduled to increase, requiring 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 constantly 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 re-entry into the community by some 4,600 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	1032	347	199	84	43
EJSP	1042	842	550	342	47
MSCF	541	663	198	196	30
BSP	1407	824	473	177	
SSCF	1202	1134	285	388	32
RFSP	512	949	166	62	41
NSP	531	268	107	66	
EMCF	789	1762	268	198	
GSRCC	1115	576	480	225	46
AWYCF	1076	373	370	176	38
MYCF	1623	1410	977	124	15
NJTS	444	150	247	106	178
LMTS	242	111	252	115	83
Totals	<u>11856</u>	<u>9409</u>	<u>4572</u>	<u>2255</u>	<u>553</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	939	543	543
DO #2	794	605	605
DO #3	191	44	57
DO #4	331	250	237
DO #5	172	141	141
DO #6	798	475	475
DO #7	344	180	278
DO #8	868	502	502
DO #9	206	267	262
DO #10	565	225	250
DO #11	286	267	261
DO #12	874	702	702
DO #13	<u>0</u>	<u>0</u>	<u>0</u>
Totals	6368	4201	4313

#### 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 developments 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. The caseload is comprised of service and hard-to-manage categories of parole supervision: no routine involvement of orientation cases. As of June 30, 1988, 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 six; one team of three.
- DO #3 - One team of six, one team of five, one team of four.
- DO #4 - One team of five.
- DO #5 - Two teams of four, one team of five.
- DO #6 - One team of seven, one team of four.
- DO #7 - Three teams of six.
- DO #8 - One team of five; one team of four.
- DO #9 - Three teams 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 four.
- DO #13 - Two teams of six.

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 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 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 1987)

During Calendar Year 1987, 52% of all parolees were employed and earned collectively \$62,014,291.00. The 52% of those under supervision during the year who were classified as employed worked all or part of the period under supervision which period could be from one week to the full year. 28% were unemployed through the entire period of supervision although employable. The other 20% were classified as unemployable by reason of being missing or in custody for the entire period of supervision during the year. Some also were attending school were incapacitated or engaged in homemaking during the supervision period.

Bureau staff continues to assist parolees in achieving employment. Not only do individual parole officers attempt to match parolees in suitable job situations but several of the district offices have community resource specialists whose primary responsibility is to develop job opportunities for parolee placement. In District Office Nos. 2, 7 and 9, a cooperative effort continues with the Joint Connection who screens parolees for placement in job situations that they have developed for the ex-offenders.

The Annual Report on Parolee Earnings is under review relative to the content of the report and the timing of its distribution. Under consideration is a similar report to be compiled and distributed at five year intervals or as other circumstances dictate. No final determinations have been made as yet.

### 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 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.

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.

An AIDS update seminar was offered to personnel from each district so that they might return and share the information with the remainder of the staff of their unit. AIDS update seminars were also presented to each district office by staff of the Department of Health.

Central Office statistical staff was trained in the use of LOTUS software and other courses in the use of personal computers.

All professionals staff received training in the legal concerns of arrest, handcuffing and unarmed defense tactics.

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

Interested staff attended a Substance Abuse Seminar presented at COTA and others attended a program on Employee Substance Abuse.

Training in the use of the newly developed needs/risk scale was offered to two (2) separate groups for re-representation to the remainder of their operating units.

Interested supervisory staff attended a seminar on the PAR System.

Interested Bureau staff attended a variety of courses offered by the Administrative Office of the Courts including basic interviewing techniques, interviewing strategies in alcohol treatment, preparing to supervise, confrontation strategies for resistance in alcohol and drug abuse clients, grievance handling, working with clients who have low self esteem.

Interested staff attended a seminar in planning retirement. A supervising parole officer was selected to attend the American Association for Public Administrations Symposium for 1988.

The Bureau's representative on the Special Classification Review Board attended a seminar on the treatment and assessment of sex offenders against children.

## 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.

Recent enactment of Chapter 2C:35-1.1 et al. known as the Comprehensive Drug Reform Act, has mandated two additional court imposed obligations. During the past year, Bureau staff has entered into the collection of



Mandatory Drug Enforcement and Demand Reduction Penalties and Forensic Laboratory Fees as second and third priorities. Restitutions and fines will be given the lower fourth and fifth considerations, as described above.

The Central Office Revenue coordinator reports:

Fiscal 1988 ended with the highest revenue collection since the Bureau first began collecting revenue in Fiscal 1981. A total of \$520,076.05 was collected, which was a 9% increase over Fiscal 1987 and a 928% increase over Fiscal 1981, (the first and lowest year of collection).

Fiscal 1988 Bureau Account Receivable is \$10,100,292.37. This is a 9% increase over Fiscal 1987.

Of the \$520,076.05 Fiscal 1988 total Bureau collection, \$296,352.60 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 \$78,386.55 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 \$144,261.82 total fine collection was made and this money becomes part of Treasury's General State Fund.

During Fiscal 1988, the Bureau collected \$75 under the newly enacted Forensic Laboratory 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 \$1,000 was collected under the newly enacted Drug Enforcement and Demand Reduction (DEDR) penalty. This penalty is forwarded to the Department of Law and Public Safety Fund.

Pending full computerization of the revenue system, 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 N.J. 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 N.J. 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 N.J. 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 file with the Central Office Revenue Unit and/or DOC Offender Records Unit.

When an inmate is paroled or reaches his/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.

The thirteen district parole offices maintain open revenue accounts for the following subjects owing revenue: for all N.J. parolees being supervised by that office; for all N.J. parolees being jointly supervised by another state and for all subjects residing in N.J. and other states who have reached their parole maximum dates still owing revenue (x-mas cases). Central Office Revenue Unit continues to transfer out of state max cases

and N.J. parolees supervised by other states to district offices. (Revenue collection in these cases was previously a Central Office responsibility.) The following were among other functions performed by the Central Office Revenue Unit during Fiscal 1988:

Instituted a program to identify the victim-beneficiaries of court ordered restitution and the amounts due through the county prosecutors offices;

Advised the DOC Bureau of Audits and Accounts of the victim-beneficiaries to receive restitution;

Sent letters to known victim-beneficiaries advising that the Bureau of Parole supervises the collection of their court ordered restitution;

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

Continued to send requests to federal case managers regarding the payment of revenue obligations by federal inmates to N.J. under the guidelines of the Federal Inmate Financial Responsibility Act;

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, and responded directly to inmate and parolee inquiries;

Transferred revenue 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;

Received and processed revenue transfers from county probation departments, and submitted requests to probation for clarification of their revenue transfers;

Continued to assist N.J. 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.

On June 10th, the first quarterly revenue officers meeting was held at the DOC COTA building.

All thirteen districts were represented by their revenue officers or back up revenue officers.

Issues were discussed involving the collection of revenue by district offices; Attorney General referrals; contact with federal case managers; transfers of accounts; monthly revenue statistical reports; and the Central Office Revenue Unit project to identify and disburse payments to the beneficiaries of restitution.



THREE YEAR TOTAL COLLECTIONS  
BY PAYMENT CATEGORY

<u>FISCAL YEAR 1986</u>	PENALTY (VCCB)	RESTITUTION	FINE
District Parole Offices	\$143,253.29	\$40,766.18	\$135,639.00
Central Office	\$ 66,720.00	\$ 3,650.39	\$ 36,585.69

<u>FISCAL YEAR 1987</u>	PENALTY (VCCB)	RESTITUTION	FINE
District Parole Offices	\$172,671.57	\$54,006.81	\$ 88,721.43
Central Office	\$ 95,149.00	\$32,143.57	\$ 27,686.00

<u>FISCAL YEAR 1988</u>	PENALTY (VCCB)	FORENSIC LAB FEE	DRUG ENFORCEMENT PENALTY (DEDR)	RESTITUTION	FINE
District Parole Offices	\$213,393.04	-0-	-0-	\$74,014.06	\$135,348.92
Central Office	\$ 82,959.64	\$75.00	\$1,000.00	\$ 4,372.49	\$ 8,912.90

EIGHT YEAR TOTAL COLLECTIONS  
(all payment categories included)

FISCAL 1981

District Parole Offices	\$ 37,863.50
Central Office	\$ 18,196.00

FISCAL 1982

District Parole Offices	\$ 86,907.84
Central Office	\$ 52,345.19

FISCAL 1983

District Parole Offices	\$152,928.45
Central Office	\$ 47,544.03

FISCAL 1984

District Parole Offices	\$276,483.86
Central Office	\$ 83,995.09

FISCAL 1985

District Parole Offices	\$240,302.97
Central Office	\$ 92,446.44

FISCAL 1986

District Parole Offices	\$320,257.97
Central Office	\$106,956.76

FISCAL 1987

District Parole Offices	\$315,399.81
Central Office	\$154,878.57

FISCAL 1988

District Parole Offices	\$411,252.02
Central Office	\$108,824.03



BUREAU OF PAROLE CUMULATIVE REVENUE COLLECTIONS  
FISCAL YEAR 1981 THROUGH FISCAL YEAR 1988  
(8 Year Total)

<u>DISTRICT</u>	<u>PENALTY</u>	<u>FORENSIC</u> <u>*LAB FEE</u>	<u>DRUG ENFORCEMENT</u> <u>*PENALTY (DEDR)</u>	<u>RESTITUTION</u>	<u>FINE</u>	<u>TOTAL</u>
1	\$ 89,708.70	-0-	-0-	\$ 29,015.61	\$ 86,832.98	\$ 205,269.71
2	77,084.03	-0-	-0-	38,484.12	139,812.88	255,381.03
3	79,982.02	-0-	-0-	19,316.35	59,796.30	159,089.67
4	52,467.15	-0-	-0-	4,497.30	114,736.83	171,701.28
5	103,504.10	-0-	-0-	62,873.46	108,721.11	275,098.67
6	53,529.80	-0-	-0-	20,698.04	56,180.67	130,408.51
7	71,521.55	-0-	-0-	16,756.00	34,966.10	123,243.65
8	107,518.66	-0-	-0-	31,036.25	103,411.00	241,965.91
9	50,722.96	-0-	-0-	1,429.00	24,429.00	76,580.96
10	55,643.67	-0-	-0-	12,121.00	15,489.00	83,253.67
11	58,265.57	-0-	-0-	19,745.85	26,957.90	104,969.32
12	52,531.57	-0-	-0-	20,900.25	18,561.00	91,992.82
13	4,042.00	-0-	-0-	310.00	1,075.00	5,427.00
CENTRAL OFFICE	399,530.26	75.00	1,000.00	53,274.46	565,374.98	1,018,179.70
BUREAU	\$1,235,461.60	\$75.00	\$1,000.00	\$280,872.83	\$ 987,303.54	\$2,504,712.90

\* Note that Forensic Lab Fees and the Mandatory Drug Enforcement and Demands Reduction Penalty (DEDR) were only enacted on June 22, 1987 and began appearing on Superior Court Commitment orders during the latter part of 1988.

## JUVENILE AFTERCARE PROGRAM

The Juvenile Aftercare Program was established to create linkages between juvenile inmates/parolees and community based programs. By interfacing between the community agency, the institution and the inmate/parolee, juvenile aftercare specialists are in the best position to identify case needs and develop comprehensive case plans. Juvenile Aftercare Specialists also coordinate supervisory and service delivery functions with County Youth Services Commissions. Supportive aftercare services include counselling, utilization of vocational, educational and employment resources and residential living arrangements.

The philosophy underlying the Juvenile Aftercare Program is that smaller caseloads will enable the juvenile aftercare specialist to develop comprehensive case plans and perform increased supportive and monitoring functions. Juvenile aftercare specialists are required to begin the case planning process and develop linkages with community agencies prior to an inmate's release on parole. Smaller caseloads also afford specialists the time to work with family members (e.g. mothers, fathers, brothers, sisters) in order to resolve problems which negatively impact on a juvenile's adjustment on parole.

Program Criteria: In order to be eligible for program placement, an individual must be eligible for parole or already on parole. Additionally, there must be justification for assignment to the program based upon a need for a comprehensive and coordinated treatment plan, intensive parole supervision and close monitoring of behavior once released to parole. During the year, the program was operational in Somerset, Mercer, Middlesex, Hudson, Essex, Passaic and Burlington Counties.

The project administrator reports:

Personnel: As of June 30, 1988, all but one Juvenile Aftercare Program field units were staffed. Michael Koval, District Office No. 12, who resigned in January 1988, was not replaced until July 1988. There has been a history of turn over in the program making caseload transition a difficult process.

The clerical vacancy for the program was filled on March 28, 1988. Serena Perry was hired as a senior clerk transcriber stationed at District Office No. 11.

Staff Training: Program staff attended the following training:

- 1) Client Management Classification Training and Objective Caseload Planning - July 1987
- 2) State Parole Board Training for new Juvenile Aftercare Program Staff - November 1987
- 3) Working with Developmentally Disabled Parolees (Seminar) - November 1987

Project Implementation: Centralization of clerical functions at District Office No. 11 is working well with satisfactory turn around time for work submitted from field units and the project director.

The field units participation in their local county Juvenile Services Commissions has been ongoing.



Collection of data for the purpose of program evaluation and tracking is continuing. Two summer interns have assisted with this data collection and computerization.

S.L.E.P.A.: S.L.E.P.A. conducted site visits at both District Office No. 6 and District Office No. 11 during March 1988. Representing S.L.E.P.A. were Klythia Roberts and Maria Rivera.

For Fiscal Year 1988-89, the grant renewal application was submitted by the project administrator and approved.

S.L.E.P.A. has advised that as a grant requirement, all resumes of new hires should be approved by them before they are approved for employment.

Comments: As of June 30, 1988, the total active caseload was 64. That is an average of 16 parolees per field unit.\*

The following activities have occurred for the year:

1) Total new referrals	113
2) Total number successfully terminated	32
3) Total number of arrests	115
4) Total number absconded	8
5) Total number convicted	26
6) Total number recommitted	12
7) Total number returned for parole violation	15

\*NOTE: Comments do not include statistics from District Office No. 12.

#### INTENSIVE SURVEILLANCE/SUPERVISION PROGRAM

The Intensive Surveillance/Supervision Program (ISSP) is based upon the belief that smaller caseload size will enable parole officers to provide higher levels of service delivery and monitoring of parolee activities. The existence of this program enables the release on parole of individuals requiring special supportive services and/or very intensive supervision. As such, the program has a positive impact on prison overcrowding, inasmuch as these inmates would not have been released on parole if the ISSP did not exist.

Parole officers assigned to the ISSP vary their work schedules in order to meet caseload demands. It has not been uncommon for staff to work before or after normal work hours, on weekends and on holidays. Parolees are held to a high standard of accountability. In order to provide the highest level of community protection, parolee compliance with program rules and conditions of parole are vigorously monitored. It is a goal of the ISSP to provide a parole release mechanism for difficult cases which does not jeopardize the public safety.

The ISSP provides relief to prison overcrowding as an alternative to continued incarceration for those inmates who could safely be paroled provided that they were under very intensive supervision. As alternative to continued incarceration upon parole eligibility, the ISSP is one of a few programs nationwide to address the overcrowding issue from the back end of the criminal justice process. Most Intensive Supervision Programs address overcrowding through the system's front end by providing a sentencing alternative.

Unlike most Intensive Supervision Programs, the ISSP provides services to the type of inmate who are in the most need. The profiles of the typical inmate placed in other Intensive Supervision Programs indicate a type of client most likely to succeed under community supervision. There is clearly a need for front and back end Intensive Supervision Programs in order to provide the most effective alternatives to incarceration while at the same time not undermining the community protection responsibility of community supervision.

The project director reports:

Personnel: Caesar Ferraro replaced Joseph LaGuardia at District Office No. 5, Richard Novak replaced Michael Lanzafama at District Office No. 11 and Richard Ciccone replaced Leslie Couillard at District Office No. 12.

Project Implementation: The ISSP caseload was entered into a personal computer during the past year. The computerization printout identifies the district office, status, date of parole and max date of each case assigned to the program.

Auditing of each district caseload is done on a regular basis. The project director conducts casebook reviews and makes field visits with each officer. The auditing is done in order to reinforce positive aspects of program implementation as well as correct implementation deficiencies (if necessary).

The Policy Manual was revised to reflect that it is not a condition of the ISSP that a parolee refrain from frequenting certain locations per his parole officer's instructions. An additional change was made to clarify referrals to the program via the Probable Cause Hearing process.

Program research continues. A matched sample of parolees on traditional caseloads to the first 240 ISSP cases released has been identified. Outcome variables are now being studied to compare the ISSP with traditional parole supervision.

Staff are now required to schedule at least six (6) evenings per month to meet with their clients. It has been determined that staff who have varied their work hours to include evenings and weekends have far fewer instances of absconders and have been able to detect technical violations with greater frequency than those officers that do not vary their schedule.

As district caseloads reached 20, it became necessary to develop a waiting list. When a case is placed on the waiting list, both the parole officer and the IPO are notified. The IPO is then provided with a "No Earlier Than" date for each case on the waiting list. An administrative hold is then placed on the inmate by the IPO until a vacancy occurs. When a vacancy occurs, the project director contacts the IPO and informs him/her of the inmates new release date.

Fiscal Assessment: During the past fiscal year, the ISSP has yielded a per diem savings to the state of \$10,500.



### Statistical Summary

Total number of cases supervised for ISSP	523
Total number of cases discharged	65
Total number of cases maxed	49
Total number of cases revoked	116
Total number of cases pending FRH	42
Total number of cases pending PCH	4
Total number of cases absconders	28
Total number of cases in custody on new charges	9
Total number of cases on "other" status	7
Total number of cases active cases	203

Project Director Comments: The ISSP continues to meet its goals and objectives. The cost-effectiveness of the program is significant and apparent (3.8 million dollars in savings to the state during the past fiscal year). SLEPA funding ends on June 30, 1989. It has been requested that the state pick up funding of the ISSP beginning FY 1990.

### PAROLE RESOURCE OFFICE AND ORIENTATION FACILITY

The Residential Parole Supervisor reports:

#### I. STATEMENT OF PURPOSE

The Parole Resource Office and Orientation Facility (P.R.O.O.F.) is a community based facility operated by the Bureau of Parole, Division of Policy and Planning, Department of Corrections. It is a resource available to the field parole staff of the thirteen district offices statewide, which provides supportive services to parolees who are experiencing difficult adjustment problems in the community. It is staffed 24 hours per day, 365 day per year by professional parole officers who are skilled in counselling and community resource development.

A unique aspect of PROOF is its ability to provide emergency housing for up to 15 adult male parolees. Newly released parolees, as well as those who have been in the community for extended periods, frequently find themselves unable to maintain themselves in the community as a result of unemployment, collapse of family support, and similar reasons. In such situations of stress the parolee is referred by the field officer to PROOF for intensive supervision and casework services which are designed to assist the resident with his effort to reorganize and reintegrate within the community.

The residential setting permits extensive individual and group counselling; observations and evaluation of social and behavioral problems; designing and planning of a comprehensive community reintegration program which may include employment, medical and financial support services, etc.; and organization and mobilization of community resources through appropriate referrals and follow through. PROOF is non-custodial and is not viewed as an alternative to incarceration but rather as an intervention tool which might, when used, prevent eventual return to an institution.

PROOF maintains a 24 hour per day Hotline Service. All persons released on parole are advised of the number, as are family members and all police agencies. If a problem arises at a time when the district offices are closed, a parole officer can be reached for information, advice and counselling.

PROOF functions as a vital link in the institution furlough program. All furloughees are required to notify the district parole office upon arrival at their destination. After normal business hours or when their furlough commences on the weekend when district offices are closed, they call into PROOF in compliance with the regulations of the furlough program.

## II. STATISTICAL INFORMATION

### A. History

PROOF was opened late in 1969 and admitted its first resident on December 2nd of that year. Nineteen years later, on June 30, 1988, the 2,663rd resident was admitted.

### B. Utilization Rate

From July 1, 1987 to June 30, 1988, there were a total of 5,475 resident days available. (15 beds x 365 days). Of this total, 4,436 days were utilized. The Average Daily Population was 12 residents for an operating average 81% utilization rate. For the same period last year the facility operated at 88% of capacity with an Average Daily Population of 13 residents.

### C. Admissions

On 6/30/87 there were 9 parolees in residence at PROOF. In Fiscal 1988, there were 180 admissions to PROOF. The 9 parolees in residence on 6/30/87 plus the 180 admissions made a total of 189 residents serviced during the year.

### D. Terminations

During the year, there were 180 terminations of residency leaving 9 parolees in residence as of 6/30/88. The 180 terminated residents spent a total of 4,357 days in the residence for an average length of stay of 24 days.

### E. Referrals

PROOF received 303 referrals during the year which resulted in the above noted 180 admissions. The breakdown of admissions according to referring district office and commitment status parole is shown on the Table at the end of this section.



### III. CASEWORK

A. One of the major goals of the program is to assist residents in developing self-sufficiency so that they can maintain themselves in the community. For most residents this means obtaining full time employment. To this end, we have employed the services of various community resources. Almost all residents are usually successful in obtaining temporary employment on a daily basis through private agencies.

At the time of their termination, 114 (63%) residents were employed.

B. Most residents upon entering the facility are in a state of financial poverty. Often they arrive with only the clothing on their backs and no money in their pockets. There is thus an immediate need for clothing, toilet items and cash for transportation. To assist them, PROOF utilize the resources of the Jersey City Municipal Welfare Department, Health Services Funds from Central Office and the Financial Aid Program.

During the year, PROOF was able to provide financial assistance totaling \$456. A total of 43 grants were made, mostly for transportation expenses and clothing. The average grant was for \$10.

C. Health care needs also present a problem for residents. Acute illnesses are treated through the Jersey City Medical Center Emergency Room and various clinics, including the dental clinic and Venereal Disease Clinic.

D. Counselling remains one of the most basic services which PROOF provides the residents. The intensive, indepth intake interview enables the staff to evaluate the resident's current situation and problems. A plan for return to the community which is individually designed to meet the resident's needs is then developed. A staff member is assigned to each resident to provide for continued counselling. The assigned counselor meets with the resident at least weekly to review prior performance, identify problems and suggest corrective measures, and to assist the resident in planning for relocation.

E. Attendance at weekly house meetings is required of all residents. Under the direction of RPO Serge Gremmo, the groups enter into in-depth discussions of a wide range of topics. Meetings deal with the practical problems facing residents such as employment, sexual relationships, group living, etc. Resident interest and participation is quite good.

### IV. HOTLINE AND FURLOUGH REPORTING SERVICE

A. The Hotline was established at PROOF on October 1, 1974. All parolees upon their release, as well as most police agencies are informed of our number. Over the past year, PROOF received a total of 555 calls, which represented an average of 46 calls per month. Since the start of the hotline service, PROOF has received a total of 5,242 calls. PROOF also responded to a total of 177 NCIC inquiries this year.

B. During the year, PROOF received 1900 furlough calls, averaging 158 furlough calls per month. All calls are recorded and are held for verification by the district furlough coordinator.

ADMISSIONS BY COMMITMENT STATUS AND DISTRICT OFFICE

DO #	TSB JMSF Juvenile	YCIB YRCC Youthful	NJSP SSCF Midstate CIW Adult	Out Of State	County Jail	Total
1		1	6			7
2		6	19	2	2	29
3		3	8			11
4	6	22	23	1	4	56
5		8	7	1		16
6	1		2			3
7			3			3
8			2			2
9	1	7	19	2		29
10			1			1
11		3	7	1		11
12		4	5			9
13			3			3
TOTAL	8	54	105	7	6	180

SPECIAL PROJECTS

Federal funding continues to provide for a special program for the supervision of juveniles in selected counties. The juvenile specialist handles no more than 20 cases a piece in order to provide intensive supervision and agency networking as required. Five (5) positions are available and handle juveniles paroled to Essex, Hudson, Middlesex, Passaic, Somerset, Mercer and Burlington Counties. The parole officers assigned to this program also participate in the meetings and activities of the County Youth Service Commissions in those counties where the program is operational.

The federally funded Intensive Surveillance/Supervision Program has completed its second full year of operations. The program provides specially selected offenders additional support services and close supervision when released on parole. Caseloads of no more than 20 allow maximum service/surveillance contacts to assure that required treatment programs are being attended and needs are being adequately met.

Funding has been sought to implement a program of electronic monitoring on selected parole violators who might otherwise have been returned to incarceration. It is apparent that funding will become available and it is anticipated that the program will allow the monitoring of home confinement of participants except within stipulated hours when the parolee might seek or maintain employment or be involved in other essential activities. It is anticipated that the program will start with minimal staffing which will increase as program participants grow.



The Bureau continues in cooperative arrangement with staff of the Joint Connection's Parolee Employment Assistance Project. Client referrals for job placement are made by staff of Parole District Office Nos. 2, 5, 7 and 9. The Parolee Employment Assistance Project is responsible for applicant The Bureau continues participation in the TURRELL funds Scholarship Program. Field units submit applications on behalf of qualified parolees who wish to be considered for a scholarship to the college of their choice. This long standing cooperative effort has led to the education of several individuals who might not have otherwise been afforded the opportunity.

The Bureau participated in the Governor's Summer Employment Program as a placement agency. Each summer, limited numbers of students are provided with summer employment through this program.

Students from various colleges and universities continue to serve internships at the Bureau field sites as part of a cooperative effort involving the Volunteers in Parole Program.

#### OFFICE OF INTERSTATE SERVICES

Formerly a part of the Bureau of Parole and in the Division of Policy and Planning, the Office of Interstate Services was transferred on December 1, 1986 to the Division of Adult Institutions. Although it is no longer a part of the Bureau of Parole, there is presently under implementation a procedure which involves placing the New Jersey cases residing out of state under the supervision and monitoring of the New Jersey Parole District Offices which in turn maintains the correspondence follow ups and certain decision-making authority over these cases. They also maintain contacts, as necessary, with other states through the Office of Interstate Services.

Similarly, the New Jersey cases who are residing out of state and who have completed the time portion of their parole still owing revenue obligations are also being monitored by the district offices for collection purposes. These cases were originally assigned to the Central Office Revenue Unit but with the advent of district monitoring of New Jersey cases residing out of state, procedure has been developed for the transfer of the case responsibility to the district offices.

#### VOLUNTEERS IN PAROLE PROGRAM

As a component of the Bureau of Parole, the Volunteers in Parole Program is designed to provide a pool of individuals from the community that are qualified and willing to assist the Bureau personnel serve the varied needs of its many diverse clients.

The following volunteer categories reflect the service needs of the Bureau of Parole while giving an indication of the scope of ways in which volunteers provide valuable assistance.

Casework Aide - works in conjunction with a parole officer to provide one to one supervision and crisis intervention.

Parole Officer Aide - assists the parole officer with various investigations and acts as officer of the day.

Professional Aide - a member of a profession offering specific services on an as needed basis.

Administrative Aide - works in a district office in an administrative or clerical capacity.

Student Intern - assumes the same role as Parole Officer Aide. The category is the development of the cooperation between the Bureau and institutions of higher learning.

The Central Office volunteer liaison reports:

This past fiscal year, we increased our total pool of volunteers. As many of our volunteers serve on a relatively short term basis, this years volunteers plus others from last year has given us a total pool of 23 individuals servicing from July 1986 through June 1988.

TWO YEAR COMPARISON - TYPES OF VOLUNTEERS

	<u>FY 87</u>	<u>FY 88</u>
Casework Aide	9	7
Parole Officer Aide	2	1
Professional Aide	0	2
Administrative Aide	0	0
Student Aide	<u>2</u>	<u>4</u>
Total	13	14

During the past year, three Bureau staff members, Maureen Halpin, Susanne Pavelec and Walter Tienken served (and continues to serve) on the Board of Directors of Volunteers in Courts and Corrections of New Jersey. Mrs. Halpin also serves as secretary. VCCNJ was founded in 1972 as a non-profit organization to provide statewide support for volunteers and to promote volunteerism and volunteer programs.



## NCIC/SCIC OPERATIONS

The VIPP Central Office coordinator is also responsible for operation of the Central Office NCIC/SCIC computer terminal. In previous years, there were two positions assigned to the VIPP/NCIC section, however, one position was "lost" and it now remains the function of the VIPP coordinator to execute the duties of both positions.

The primary responsibilities of the NCIC/SCIC operator is to enter all "wants", supplemental wants, modifications and cancellations as well as to obtain administrative inquiries, criminal histories and process all "hits/locates" received by the computer, from both in and out of state. In addition, all entries (wants) and cancellations are relayed to the Department's Central Communications Unit daily where a "mirror file" is kept so as to provide 24 hour a day, 365 day a year verification of the status of wanted persons for requesting agencies.

As a prerequisite for staying in the system, a validation of a selection of previously entered records must be completed and notice of same given to the New Jersey State Police on a monthly basis. Additionally, the schedule of validating all records twice a year is maintained.

The figures for computer activity for the fiscal year indicate a high rate of usage, which was luckily accomplished with a minimum of "down time" as most of the bugs appeared to have been worked out of the system.

The yearly computer activity was as follows:

Entries	937
Supplementals	772
Modifications	196
Inquiries	643
Cancellations	1000
Criminal Histories	4715
Hits Processed	641

## PUBLIC RELATIONS

Positive public relations contacts are always an essential responsibility of each Bureau of Parole employee. Parole failures tend to be well publicized, while parole successes, although a good deal larger in number, are understandably usually known only to a relatively few. Further, as the Bureau's responsibilities expand into larger, more complex programs, emphasis must be placed on educating the public as to the role that the Bureau plays in New Jersey today.

A random sampling of some of the direct contacts within the community where impact is notable is as follows:

Deputy Warden Donald Kline of Missouri's  
Jefferson State University  
Delaware Valley Law Enforcement Association  
Hunterdon County Investigator's Association  
"U-CAN" Alcoholism Services  
Wings of Eagles Ministries  
University of Medicine and Dentistry  
Mental Health Association of Passaic  
WISE Womens Center of Essex County  
Mercer County Youth Services Commission

Tri-State Investigator's Association  
U.S. Immigration and Naturalization Service  
Essex County Mental Health Society  
Essex County Detective's Association  
Spectrum Drug Program  
Municipal Investigators Association of Union County  
Association for Retarded Citizens of New Jersey  
Wellington High School  
Trenton State College  
Jersey Shore Addiction Services  
Damon House  
Passaic County Childrens Advocacy Committees  
Solomon Schechter Day School  
Monmouth/Ocean Counties Intelligence Bureau  
Bay Shore Youth and Family Services Professional Advisory  
Committee  
Hudson County Youth Service Commission  
Morris County Community Corrections Association  
Passaic Rotary Group  
Institute of Communication and Human Relations of Hudson County  
Proceed Community Treatment Program  
Union College  
The Morro Associations  
Clinton House  
Middlesex County Community College  
Paterson Police Academy  
Monmouth College  
Volunteers of America  
Integrity Outreach Program  
Goodwill Industries  
161 North Stevens Avenue Treatment Program  
Options Substance Abuse Program  
Union Hospital Crisis Intervention Program  
Alertop Substance Abuse Program  
Essex County Mental Health Association  
Atlantic County Community College  
Municipal Welfare Directors of Middlesex County  
Monmouth County Police Academy  
Monmouth County Juvenile Conference Committee  
Criminal Justice Committee of the Presbytery of the Palisades  
NJ Volunteers in Courts and Corrections  
Salvation Army  
New Jersey Association on Corrections  
American Probation and Parole Association  
The Salvation Army of the Greater Newark Area  
St. Catherines Grammar School  
Harbor House Treatment Facility  
New Prospectives Drug Counselling Program  
Municipal Investigators Association of Union County  
Highland Park High School  
HOPE for Ex-Offenders  
U.S. Secret Service  
ALCON Project  
NJ Women's Resource Panel on Substance Abuse

-and a variety of police departments, prosecutors offices, Mental Health Facilities, and other community agencies.



Central Office DPS Pavelec is a member of the Special Classification Review Board at ADTC.

The Atlantic City Press published an indepth article on the Parole System in New Jersey and the daily routines of parole officers assigned to District Office No. 8.

District Office No. 1's softball team, the absconders, continue to meet and play a variety of other teams representing both the public and private sector.

District Office No. 2's P.O. Steven Cooper received a citizens award from the Orange Police Department along with a letter of appreciation from the Mayor of Orange for services to the community.

District Office No. 3's P.O. Diana Farrell continues as a member of the Monmouth County Juvenile Conference Committee.

District Office No. 4's Sr. P.O. Halpin, District Office No. 6's P.O. Tienken and Central Office's DPS Pavelec are on the Board of Directors of the Volunteers in Courts and Corrections of New Jersey.

District Office No. 6's Sr. P.O. Swayser continues as treasurer of the Delaware Valley Law Enforcement Association.

District Office No. 12's Sr. P.O. Erdmann continues as the chairman of the Criminal Justice Committee of the Presbytery of the Palisades. Mr. Erdmann is also vice president of HOPE for Ex-Offenders.

District Office No. 13's Sr. P.O. Couillard continues as a member of the Advisory Board of the ALCON Project. He is also on the Board of Directors of the Mental Health Association of New Jersey.

#### NOTE

Figures compiled for and reported in the following charts and tables are completed manually. Various staff members from several of the operating units are responsible for this duty along with many other job responsibilities. Hence, a margin of error must be allowed.

The Central Office Special File<sup>8</sup> (COSF) has now been defined to include only those New Jersey inmates who are making payments on their revenue obligations. Because of their inmate status, they have been removed as an integral part of the Parole count, and will not appear in the following charts and tables as it has in previous years.

Some statistical data concerning New Jersey cases residing out of state is available and is reported herein. Other information could not be tabulated for this reporting period but it is hoped that in the coming years, increasing amounts of data will be available for inclusion.

#### CASELOADS (See Table I)

On June 30, 1988, the Bureau of Parole was responsible for the supervision of 17,129 cases by New Jersey district offices and 93 cases residing out of state still assigned to the Office of Interstate Services were awaiting transfer, for a grand total of 17,222. During the fiscal year, 27,071 cases were actively supervised by the Bureau while it continued to handle

cases released at their maximum expiration date, referrals from other components of the criminal justice system, and various investigative responsibilities.

#### RETURNS TO INSTITUTIONS (See Tables 2, 2A, and graph)

Figures concerning the recidivism rate require some elaboration. The percentages are based on total cases supervised during the year, which because of the current decentralized and manual record keeping process includes cases transferred between districts which might somewhat inflate that denominator. Also included in the denominator are those on the count for revenue payment only. Then, those who are sentenced subsequent to expiration of maximum sentence for crimes committed while under parole supervision are not included in the committed or recommitted figures.

Further, the Revocation Process can be initiated as a result of violation of technical conditions only in those instances when those violations can be interpreted as serious and/or persistent. The Parole Act of 1979 has allowed the diminution of the numbers and types of parole conditions and has also removed the authority from the Bureau to initiate revocation proceedings against those who admit guilt to a new offense or those whose arrests were under circumstances which might lend prima facie evidence to their guilt. Hence, those returned are those who find themselves falling within the narrow focus resulting from the present refinements to the definition.

Returns to institutions by new commitments and technical violations during the 1987-1988 fiscal year totalled 9.2 percent of the Bureau's entire caseload. The court commitment/recommitment equalled 2.1 percent while the technical violations rate equalled 7.1 percent of the total rate cited above. These figures represent a .1 percent decrease in commitment/recommitments over the prior fiscal year and an increase of .4 percent in technical violation rate. The overall rate drifted upward from 8.9 percent in Fiscal 1987 to 9.2 percent in Fiscal 1988, an overall increase of .3 percent.

#### MISSING CASES (See Tables 3, 3A, and graph)

The percentage of missing cases, in relation to total Bureau caseload, totalled 7.5 percent. Parolees from the Juvenile and Adult Female Correctional Institutions had the largest percentage of missing cases (12.1 and 10.2 percent respectively). A five year decline in percentage of missing cases has reduced the overall figure by 1.3%.

#### SUPERVISION (See Table 4)

In the course of supervising the Bureau's caseload during Fiscal 1988, Bureau field staff made a grand total of 337,077 contacts. An additional 30,795 investigation contacts were made. State vehicles assigned to districts were driven a total of 1,222,718 miles in spite of difficulties encountered, in many instances, with service, repairs, and car shortages. A total of 130,773 hours of the officer's time was spent in the field. Again, automobile shortages and difficulty with car service may have lowered the amount of time spent in the field.



CONCLUSION

The Bureau of Parole is presently reliant solely on its components for manual submission of information to compile statistical data. Attempts to further refine our statistics have not been completely successful; with manual data gathering, and turnover in personnel, a margin of error still exists. Hope for the future is bright: Terminals have been installed at field sites and updating of electronic files will eventually be done daily, staff permitting.

mps

TABLE #1

## TOTAL CASES UNDER SUPERVISION - FISCAL YEAR 1987 - 1988 (By Commitment Type)

INSTITUTIONS	DISTRICT OFFICES				OFFICE OF INTERSTATE SERVICES				TOTAL	
	Under	*Total	*Total No.	Under	Under	*Total	*Total No.	Under	Under	
	Super- vision 7/1/87	Cases Added	Super- vised 1987-88	Super- vision 6/30/88	Super- vision 7/1/87	Cases Added	Super- vised 1987-88	Super- vision 6/30/88	Super- vision 6/30/88	
Juvenile Females	27	22	49	33	2	0	2	0	33	
Adult Females	611	383	994	716	45	0	45	5	721	
Out-of-State Females	45	29	74	54	0	0	0	0	54	
County Females	124	360	484	163	1	0	1	0	163	
Juvenile Males	759	708	1467	844	19	0	19	0	844	
Youth Males	4563	1978	6541	4552	270	0	270	38	4590	
Adult Males	6918	4767	11685	8717	477	0	477	50	8767	
Sex Offender (Diagnostic Center)	86	43	129	104	7	0	7	0	104	
Out-of-State Males	653	405	1058	674	0	0	0	0	674	
County Males	977	2520	3497	1056	19	0	19	0	1056	
**Other	204	49	253	216	0	0	0	0	216	
*** TOTAL	14967	11264	26231	17129	840	0	840	93	17222	

CATEGORIES	DISTRICT OFFICES				OFFICE OF INTERSTATE SERVICES				TOTAL
Under Supervision (1987)	14967				840				15807
Total Cases Added *		11264				0			11264
Total Number Supervised			26231				840		27071
Under Supervision (1988)				17129				93	17222

\* Figures include cases involving transfers between districts.

\*\* Revenue cases, residing out of state, maximum time portion of sentence has expired.

\*\*\* Totals vary minimally from those reported elsewhere in this and previous reports as a result of refinement of figures of case transfers in process from OIS and CORU to district offices.



TABLE #2

NUMBER AND PERCENTAGE OF VIOLATORS  
BY DISTRICT AND SEX  
BASED ON TOTAL NUMBER SUPERVISED  
FISCAL 1987-88

MALE Districts	Total Number Supervised During Year*	NUMBER AND PERCENT OF VIOLATORS				TOTAL	
		Committed or Recommitted		Returned as Technical Vio.		Number	Percent
1. Clifton	2284	44	1.9%	127	5.6%	171	7.5%
2. East Orange	2959	37	1.3%	140	4.7%	177	6.0%
3. Red Bank	1531	53	3.5%	159	10.4%	212	13.8%
4. Jersey City	1964	30	1.5%	137	7.0%	167	8.5%
5. Elizabeth	1614	30	1.9%	178	11.0%	208	12.9%
6. Trenton	1929	22	1.1%	149	7.7%	171	8.9%
7. Camden	2164	62	2.9%	199	9.2%	261	12.1%
8. Atlantic City	1830	33	1.8%	203	11.1%	236	12.9%
9. Newark	1954	60	3.1%	87	4.5%	147	7.5%
10. Vineland	1374	31	2.3%	166	12.1%	197	14.3%
11. New Brunswick	1509	16	1.1%	73	4.8%	89	5.9%
12. Paterson	2232	71	3.2%	151	6.8%	222	9.9%
13. Newark	1033	40	3.9%	24	2.3%	64	6.2%
TOTAL	24377	529	2.2%	1793	7.4%	2322	9.5%

FEMALE Districts	Total Number Supervised During Year*	NUMBER AND PERCENT OF VIOLATORS				TOTAL	
		Committed or Recommitted		Returned as Technical Vio.		Number	Percent
1. Clifton	150	0	0.0%	6	4.0%	6	4.0%
2. East Orange	222	2	0.9%	6	2.7%	8	3.6%
3. Red Bank	123	2	1.6%	5	4.1%	7	5.7%
4. Jersey City	103	0	0.0%	3	2.9%	3	2.9%
5. Elizabeth	83	1	1.2%	6	7.2%	7	8.4%
6. Trenton	124	0	0.0%	6	4.8%	6	4.8%
7. Camden	132	1	0.8%	4	3.0%	5	3.8%
8. Atlantic City	131	1	0.8%	11	8.4%	12	9.2%
9. Newark	157	4	2.5%	1	0.6%	5	3.2%
10. Vineland	86	1	1.2%	2	2.3%	3	3.5%
11. New Brunswick	85	0	0.0%	2	2.4%	2	2.4%
12. Paterson	132	1	0.8%	7	5.3%	8	6.1%
13. Newark	73	0	0.0%	0	0.0%	0	0.0%
TOTAL	1601	13	0.8%	59	3.7%	72	4.5%
GRAND TOTAL	25978	542	2.1%	1852	7.1%	2394	9.2%

\*Figures include inter-office transfer of cases, but not OIS or CORU assigned cases.

TABLE #2A

NUMBER AND PERCENTAGE OF RETURNS TO INSTITUTIONS  
BASED ON TOTAL NUMBER SUPERVISED  
BY DISTRICT  
1987-1988

Districts	Total Number Supervised	No. and Percent of Returns						Total
		Committed or Recommitted		Technical Violators				
1. Clifton	2434	44	1.8%	133	5.3%	177	7.3%	
2. East Orange	3181	39	1.2%	146	4.6%	185	5.8%	
3. Red Bank	1654	55	3.3%	164	9.9%	219	13.2%	
4. Jersey City	2067	30	1.5%	140	6.8%	170	8.2%	
5. Elizabeth	1697	31	1.8%	184	10.8%	215	12.7%	
6. Trenton	2053	22	1.1%	155	7.5%	177	8.6%	
7. Camden	2296	63	2.7%	203	8.8%	266	11.6%	
8. Atlantic City	1961	34	1.7%	214	10.9%	248	12.6%	
9. Newark	2111	64	3.0%	88	4.2%	152	7.2%	
10. Vineland	1460	32	2.2%	168	11.5%	200	13.7%	
11. New Brunswick	1594	16	1.0%	75	4.7%	91	5.7%	
12. Paterson	2364	72	3.0%	158	6.7%	230	9.7%	
13. Newark	1106	40	3.6%	24	2.2%	64	5.8%	
TOTAL	25978	542	2.1%	1852	7.1%	2394	9.2%	

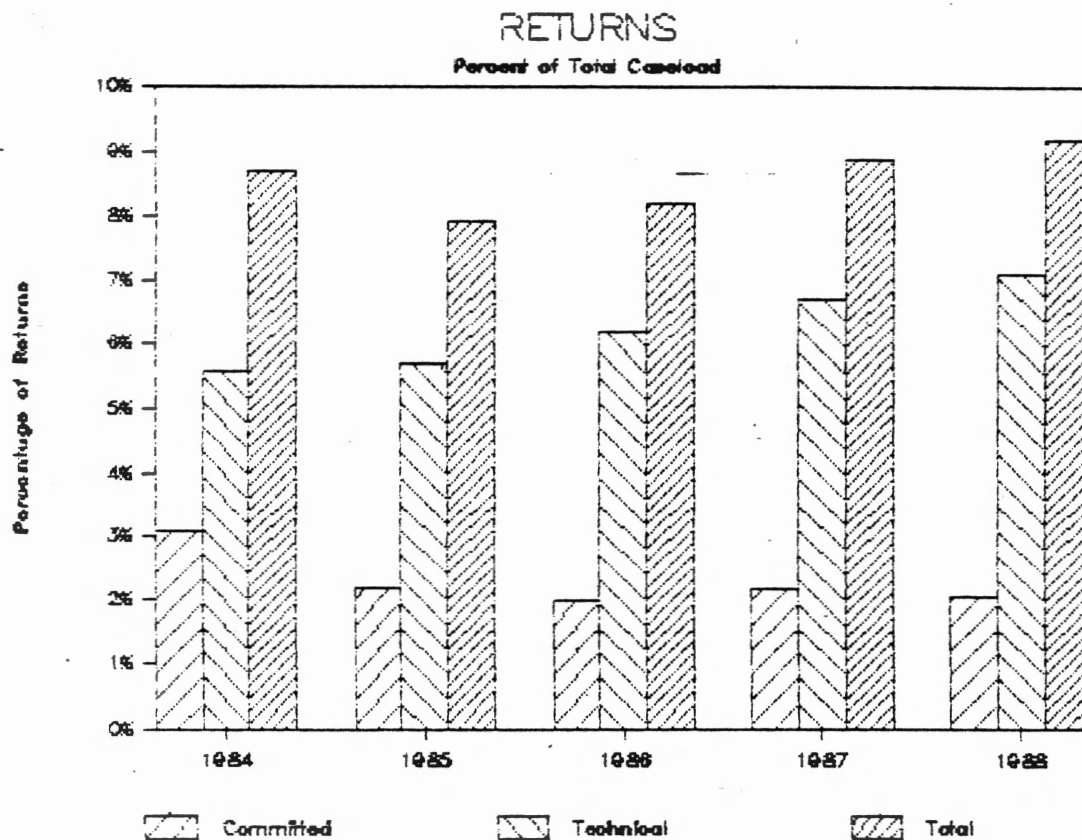




TABLE #3  
RECORD OF MISSING CASES  
COMMITMENT TYPE  
1987-1988

Institutions	Total on Parole on 6/30/88	Missing as of 6/30/87	Became Missing Between 7/1/87 and 6/30/88	Total Missing	Accounted for Between 7/1/87 and 6/30/88	Total Missing 6/30/88	Net Difference	Percent of Missing in Relation to Caseload on 6/30/88
Juvenile Females	33	4	3	7	3	4	0	12.1%
Adult females	716	68	51	119	46	73	5	10.2%
Out-of-State Females	54	1	0	1	1	0	-1	0.0%
County females	163	4	10	14	7	7	3	4.3%
Juvenile Males	844	41	24	65	35	30	-11	3.6%
Youth Males	4552	417	351	768	339	429	12	9.4%
Adult Males	8717	548	521	1069	402	667	119	7.7%
Sex Offender (Diagnostic Center)	104	2	0	2	0	2	0	1.9%
Out-of-State Males	674	6	37	43	36	7	1	1.0%
County Males	1056	35	44	79	33	46	11	4.4%
TOTAL (In New Jersey)	16913	1126	1041	2167	902	1265	139	7.5%

TABLE #3A

RECORD OF MISSING CASES  
BY DISTRICT  
1987-1988

Districts	#Caseload on 6/30/88	Missing as-of 6/30/87	Became Missing Between 7/1/87 and 6/30/88	Total Missing	Accounted for Between 7/1/87 and 6/30/88	Total Missing 6/30/88	Net Difference	Percent of Missing in Relation to Caseload on 6/30/88
1. Clifton	1675	91	69	160	23	137	46	8.2%
2. East Orange	1494	99	77	176	64	112	13	7.5%
3. Red Bank	1080	105	74	179	103	76	-29	7.0%
4. Jersey City	1410	126	170	296	141	155	29	11.0%
5. Elizabeth	1144	96	133	229	110	119	23	10.4%
6. Trenton	1434	101	107	208	99	109	8	7.6%
7. Camden	1474	53	30	83	12	71	18	4.8%
8. Atlantic City	1160	75	68	143	73	70	-5	6.0%
9. Newark	1534	131	46	177	48	129	-2	8.4%
10. Vineland	903	65	79	144	82	62	-3	6.9%
11. New Brunswick	1044	70	36	106	50	56	-14	5.4%
12. Paterson	1558	114	67	181	79	102	-12	6.5%
13. Newark	1003	0	85	85	18	67	67	6.7%
TOTAL	16913	1126	1041	2167	902	1265	139	7.5%

\*in New Jersey

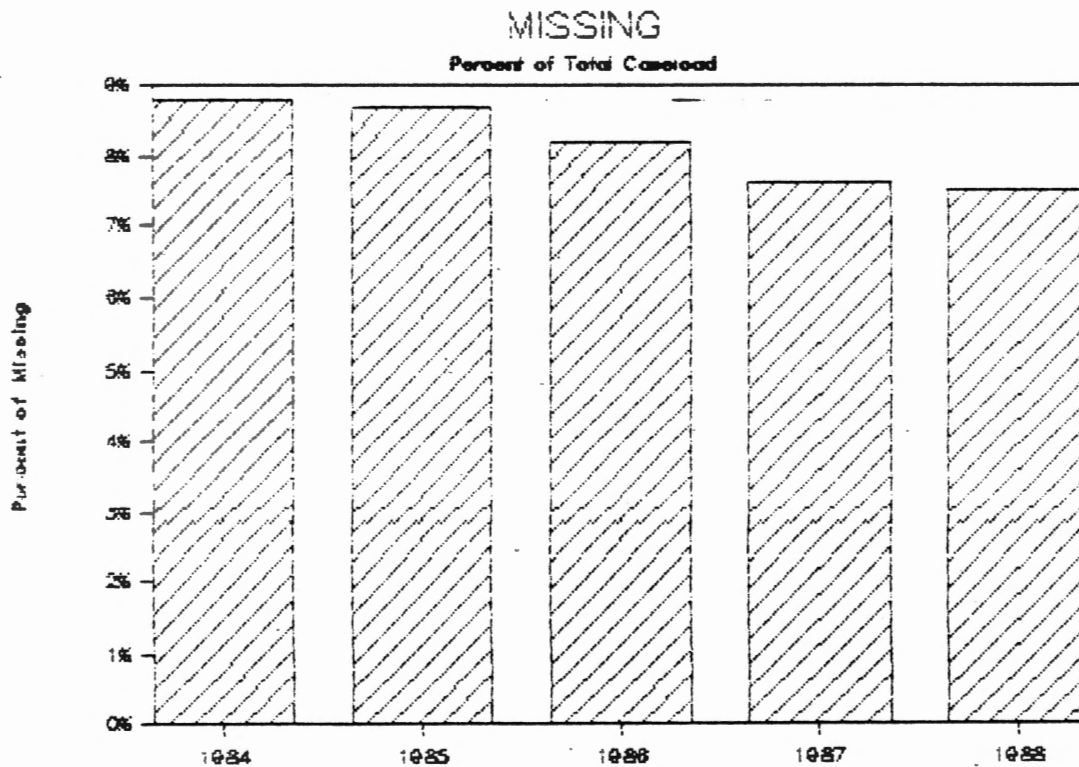




TABLE #4  
SUMMARY OF DAILY RECORDS OF ACTIVITIES  
1987 - 1988

District Offices	FIELD AND OFFICE CONTACTS													REPORTS SUBMITTED								SUMMARIES SUBMITTED (6)					HOURS		MILEAGE	
	TYPE OF CONTACT (1)								SUPERVISION (2)			INVESTI- GATION (3)		SUPERVISION (4)		INVESTI- GATION (5)														
	C	E	H	N	O	S	PCH	RH	P	PO	R	P	N	F-19	F-21	PP	SR	DR	OR	TR	TS	OFFICE	FIELD	STATE	PER- SONAL					
DO #1	7563	334	6659	3369	6706	4	271	114	11289	13713	1610	2207	1121	1696	2311	1181	394	4	0	86	496	13331	14217	138683	3382					
DO #2	4013	167	5257	3019	8466	4	175	61	11523	10111	1497	1269	958	2117	2405	1299	415	0	4	130	493	22653	8552	64585	45					
DO #3	6667	327	5254	2070	8190	13	93	95	12035	12433	1006	1347	565	1470	1575	923	343	19	0	127	238	11239	11016	109122	0					
DO #4	10749	218	4963	2639	8188	1	240	76	13613	9999	1216	1639	772	2077	2332	1165	254	4	0	42	257	14501	8981	60317	0					
DO #5	6123	162	6389	1702	6704	15	185	95	8458	10775	1112	1869	411	1422	1780	825	111	0	5	88	167	10015	8850	79337	18					
DO #6	7782	712	5690	2656	10352	46	181	114	13344	13317	2589	2003	501	1487	2005	1143	105	7	30	90	232	12900	12457	101112	0					
DO #7	8429	637	10184	4909	16482	2	225	159	16092	17993	3059	2730	1014	2103	3039	1778	701	11	70	99	369	19839	14640	132964	1031					
DO #8	10065	1338	6902	3314	11014	29	179	97	13510	17868	2364	1751	911	1573	2354	1282	545	10	289	170	439	8497	9977	147408	32318					
DO #9	3852	675	7925	3262	9624	39	184	68	13388	11584	1556	2047	1655	2358	2370	1228	144	9	0	135	376	10505	11062	49527	0					
DO #10	8645	310	4119	2593	12092	0	213	90	10453	16198	2287	669	324	1615	2565	879	445	3	300	106	237	8809	8471	139531	0					
DO #11	6912	300	5003	2531	6774	30	81	39	12781	13759	1250	1265	385	1445	1538	751	315	30	2	115	394	11724	8978	79987	0					
DO #12	6275	155	6069	2511	7768	13	123	83	13002	12562	1744	1940	685	2157	2621	1567	128	8	232	71	526	13998	11336	101412	892					
DO #13	1100	44	1305	746	2154	10	71	20	2871	2019	217	553	196	396	377	498	202	0	0	26	76	5947	2236	18733	0					
TOTAL	88201	5379	75727	35321	114514	206	2221	1111	153159	162331	21587	21297	9498	21916	27272	14519	4106	113	932	1291	4304	172758	130773	1222718	37686					
GRAND TOTAL								322,680			337,077		30,795		49,188		18,625				6,636		303,531		1,260,404					

Legend:

- |   |  |  |  |  |  |
|---|--|--|--|--|--|
| (1) C - Community Contact other than E or S<br>E - Employment Contact<br>H - Home Contact<br>N - Visit Made - No Contact<br>O - Office Contact<br>S - School Contact<br>PCH - Probable Cause Hearing<br>RH - Revocation Hearing | (2) P - Positive Contact with parolee<br>PO - Positive Contact other than Parolee<br>R - Case review with or without parolee | (3) P - Positive Contact<br>N - Negative Contact | (4) F-19 Chronological Report<br>F-21 Special Report | (5) PP - Preparole Report<br>SR - Special Report | (6) DR - Discharge Summary<br>OA - Other Agency<br>TR - Transfer Summary<br>TS - Termination Summary |
|---|--|--|--|--|--|



