

ANNUAL REPORT

STATE OF NEW JERSEY

DEPARTMENT OF CORRECTIONS

DIVISION OF POLICY AND PLANNING

BUREAU OF PAROLE

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STATE OF THE BUREAU

Mission

As a component of the Division of Policy and Planning, Department of Corrections, the Bureau of Parole's mission is to use Bureau authority constructively in assisting persons under parole supervision to achieve self-control and self-direction within limits set by legal constraints and conditions of release.

Goal and Objectives

Goal - To augment and support offender potential for avoidance of injury to persons and property.

Objective #1

To assure that persons being released to supervision have a physical environment which enhances prospects of a successful community adjustment.

Standards

- 1) Conduct a needs assessment on all inmates for whom a preparole investigation is being requested. These assessments shall be conducted prior to the submission of the request for preparole investigation.
- 2) All preparole planning reports shall include case plans specific to the problems identified in the needs assessment.
- 3) 90% of the inmates released to parole shall have viable plans.

Objective #2

To assist persons under supervision in obtaining employment, education, or vocational training, and in meeting other obligations.

Standards

- 1) 80% of the capable aggregate caseload assigned to the agency will be engaged in one or more of the following activities: educational, vocational or employment.
- 2) Set supervision statuses for all offenders under supervision in accordance with a Risk Assessment instrument.
- 3) Provide financial assistance to all parolees in need.
- 4) Develop objective-based case plans for all offenders under supervision.

Objective #3

To employ all appropriate community resources as alternatives to further incarceration.

Standards

- 1) Any parolee giving evidence of serious adjustment deterioration shall be referred to a treatment/rehabilitation agency within 48 hours, whenever the officer is unable to effectively abate the deterioration via individual effort.
- 2) Officer follow-up contacts with the involved agency shall continue on at least a weekly basis until the parolee's situation is resolved.
- 3) Parolee failure to adhere to treatment/readjustment efforts will be cause for the holding of a probable cause hearing with a subsequent determination as to whether ISSP/EMHC placement is a viable alternative.

Objective #4

To take effective interdicting action against persons under supervision who seriously or persistently violate the conditions of release.

Standards

- 1) Respond to all instances of parole violation using a graduated sanctions approach to supervision.
- 2) Reassess offender risk at least every six months.
- 3) The number of parolees on whom the revocation process is initiated, absent new criminal charges, will be 70% of the total number facing revocation.
- 4) To investigate, locate and apprehend 10% of offenders who are missing from supervision.

Objective #5

To maintain and improve effective and efficient agency operations.

Standards

- 1) All new professional staff successfully complete a department-approved training course within three months of their starting date.
- 2) All existing professional staff shall be provided with a minimum of forty hours per year of parole-related training.
- 3) All PAR performance standards shall be quantifiable (i.e., measurable).

- 4) Develop and implement a management information system which will indicate agency accomplishments vis-a-vis agency mission, goals and objectives.

ANTICIPATED NEEDS AND ISSUES

In the Bureau's efforts to meet its responsibilities as delineated by Statute and Administrative Code, it has redeployed its resources particularly in view of the current times of fiscal austerity in order to maximize the use of its personnel and equipment. However, the past fiscal year provided no additional resources with which to keep up with the increasing caseloads and responsibilities. In order to augment its responsiveness to the demands placed upon it, the Bureau requires certain personnel and equipment.

During the larger part of the past decade, funding for supervision has traditionally allowed for staffing patterns of individual caseloads with a ratio of 73 parolees per parole officer. However, during the past fiscal year, no additional resources were made available for traditional parole supervision and the Bureau was budgeted for a caseload ratio of 1:81. For fiscal year 1992, again, no additional resources were allocated for traditional supervision and caseloads were budgeted at a 1:92 ratio. However, in many instances, special conditions mandate that cases be maintained on intensive supervision while other special conditions require referrals to community agencies and Bureau monitoring to assure compliance. Parole staff's ancillary duties include field investigations, revenue collections, institutional parole services to the county facilities, participation in the administration of the Furlough/Work Release Program and conducting Probable Cause Hearings. The Bureau continues to experiment with methods to modify the traditional caseload concept.

It is anticipated that funding for fiscal year 1992 would provide for adequate resources to separate the Intensive Surveillance/Supervision Program from other specialty caseloads. Funding for the initial phase of the Electronically Monitored Home Confinement Program provided for only 60 participants but with the use of other Bureau resources, the program allowed for in excess of 400 such participants at any given time during the last several months of the fiscal year. It is anticipated that funding for fiscal year 1992 will allow for over 1,000 participants in the Electronic Monitoring Home Confinement Program which is anticipated to have a significant impact on the Departmental bed space problem. With still further funding, the program can be expanded to accommodate as many inmates as are classified eligible for program participation. As resources beyond what the Bureau presently has available are provided to the program, expansion becomes considerably more practical. Funding for officers, vehicles and base station personnel have proven less costly than continued confinement in inmate status.

The Bureau has proposed a pilot program which would assign a senior parole officer to each district office to provide six months of intensive supervision for those inmates being paroled from the Electronically Monitored Home Confinement Program prior to their release to tradi-

tional supervision. It is the first six months of parole which have been determined to be the most critical in community adjustment and officers with caseloads of 40 would be better able to front load services. The Bureau of Parole anticipates that over 1,000 inmates will come under the supervision of the Electronically Monitored Home Confinement Program during the next fiscal year, perhaps more. As institutional overcrowding intensifies, the aforementioned numbers may well be significantly increased. Inmates participating in this program are significantly restricted in their movement and activities and a violation of program rules may cause their immediate removal from the community. However, should they successfully participate in the program until their parole date when monitoring equipment is removed, they presently receive parole supervision by officers whose caseloads may exceed 90 or 100 parolees. This presents a radical shift in the level of treatment, surveillance and monitoring activities. The Bureau sees the need to have this initial period of follow up supervision at a greater degree of intensity than can be provided by a traditional caseload. With a staff to client ratio of 1:40, an acceptable level of supervision while making the transition is foreseen. Necessary treatment contacts can be arranged and attendance verified. Better employment might be sought on behalf of the offender and close surveillance maintained to guard against a return to criminal activities.

The parole revocation process is now complex and becoming yet more fraught with legal ramifications. Bureau senior parole officers, along with other responsibilities, continue to act as probable cause hearing officers and are required to make determinations as a result of presentations by parolees, prosecutors' representatives, public defenders and a variety of witnesses. Over 4,000 hearings are conducted by Bureau representatives each year. The need continues to grow for a special unit of probable cause hearing officers to replace the senior parole officers presently conducting the initial hearing and who must share their time in performance of other responsibilities. Staff of the Probable Cause Hearing Unit would have as their only full time assignment that of conducting Probable Cause Hearings and preparing the necessary decisions in a timely fashion. This would bring to the hearing the purity which is being demanded by the public defender and the time required not only to conduct the hearing but to review documentation and make the necessary decisions.

Removed from other responsibilities and provided with proper transportation, each hearing officer might be responsible for two district offices bringing to the job an expertise that only experience and specialization might develop. Statute and case law has demanded great exchange of information and coordination with the Office of the County Criminal Case Managers, public defenders, State Parole Board, witnesses and other interested parties. Hence, adequate time for the hearing officer to properly and thoroughly perform must be allowed. In addition, the unit would well serve the Bureau by their review of cases. Such a review would be a mechanism to critique supervision procedures and strengthen casework. Should a sufficient number of hearing officers be available, consideration might also be given to allow them to conduct grievance and disciplinary hearings for the Bureau.

A Bureau legal advisor to supervise and train the proposed Probable Cause Hearing Officer Unit may be conceivable and in some instances, Parole staff might consult with the legal advisor on allegations of parole violations and other issues. Counsel might further represent the Bureau at either or both selected Probable Cause Hearings and Final Revocation Hearings. As liaison with the Office of the Attorney General, questions concerning a variety of issues which appear to be arising more frequently might receive prompt resolution.

The Bureau has also proposed to provide a formalized institutional parole program to service each of the county facilities. It would be the responsibility of the senior parole officers acting as institutional parole officers in the county jails to monitor cases of all state inmates confined in those facilities. There are approximately 4,000 such cases both under contract by the state with the county or having been sentenced awaiting adequate bed-space for transfer to a state institution. Bureau institutional parole staff in the county jails would be responsible for determining preliminary eligibility for their participation in the Electronically Monitored Home Confinement Program and making the necessary referral to the appropriate classification committee. Further, they would review the cases to obtain information concerning parole eligibility and begin the process of referral to the Board of both state and county inmates. They would also perform all the activities requisite to releasing the inmate either to program participation or parole supervision.

As an interim measure, present staffing patterns of the Central Office Revenue Unit should be expanded to meet increased demands required in the recent Departmental implementation of a program which deducts revenue obligations from inmates wages of selected work releasees and volunteer participants. In most instances, individual payments are not received but rather a single check which represents payment of a considerable number of obligations must be processed with appropriate bookkeeping techniques to assure that a variety of accounts are properly credited. It is anticipated that this program will expand beyond those who are on work release or who voluntarily make payment, and thereby intensifying the workload. The Central Office Revenue Unit employs only one senior clerk bookkeeper and as the workload increases, an immediate need is foreseen to employ several others. In the final analysis, the need is foreseen to automate the program in order to expeditiously handle the work flow.

The revenue collection and service unit presently existing throughout the state was structured from existing Bureau resources. No new allocations have been provided for this program even though it has expanded in the recent past to include the collection of additional obligations. Further, the Bureau has become extensively involved in handling both clientele 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 services fund expenditures, reimburses staff for expenses and petty cash, and accept reimbursements 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 bookkeeping practices.

Data entry machine 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 files into meaningful parole data by making appropriate entries in a timely fashion. Other programs available include DMV look ups, CCH, III, NCIC/SCIC and teletype activity. The Bureau has personal computers at each of its field sites and the data entry machine operator assigned may well operate this equipment also. As an active participant in the BSP/SA, the Bureau is hopeful of further automation in the future.

Statute requires that the Parole Bureau assist the parolee in gaining employment, vocational training and other services in order to enhance the chances for parole success. To this extent, a community resource specialist or employment broker assigned to each office might prove beneficial. Relieved from general casework responsibilities, the specialist would assure that the parolee is job ready and would become directly involved in matching employee applicant with job openings. It may be necessary to assist in securing necessary licenses, social security card, equipment and other accoutrements of employment prior to job placement, the procurement of which might efficiently be managed by the community resource specialist. Such specialists may also be charged with maintaining a compendium of available housing and other community services available within the district's jurisdiction.

During the past fiscal year, the Bureau has developed a Basic Training Curriculum for entry level personnel. In future years, it is hoped that this curriculum will be expanded to include training determined significant for more experienced personnel. To complement this program, a full time training unit would appear necessary to assist in the professional growth of employees. New duties, new programs, changes in the pertinent statutes and Administrative Code refinement continue to expose staff to a variety of procedural changes which demand specific training if response is to be adequate. Professional growth of the Bureau's 450 (plus) employees can no longer be assured by pressing line staff into the additional responsibility of attempting to keep personnel conversant with law enforcement, legal and correctional state of the art.

As a matter of expediency, the Bureau continues to house two district offices in an area originally negotiated to house just one field office. Although the surroundings are considerably better than the former location where both had been housed together for several years, the present facility housing District Office Nos. 2 and 13 is still far from good. Although District Office No. 2 is acceptably housed on the fourth floor in an appropriate configuration, District Office No. 13 shares space between the third and fourth floor and is not yet situated in its catchment area. Further, the districts continue to share a common reception area and client facilities for voiding urine samples. This sharing of the same building by two district offices has resulted in the supervision facility for some 3,500 parolees.

Certain indications have already been made showing that District Office No. 13 can be moved into its catchment area in the City of Newark once the lease on the present facility expires. Lease renewal will be negotiated for District Office No. 2 to stay and efforts will again be made to relocate District Office No. 13, this time to its own facility within its own catchment area in the City of Newark.

With the promise of additional staff for the Electronically Monitored Home Confinement Program comes the need for additional space in each of the district offices to properly house personnel and equipment. Some of the facilities are already overcrowded and in poor repair. Efforts have begun, in some instances, to relocate districts cited in the worst facilities and to expand space as required in the others. The monitoring of worksites is an ongoing effort to assure that proper space is available and adequate maintenance continues to provide for employee health, safety and comfort considerations. With the additional staff will come a new effort toward acquiring required space.

Six of the thirteen district offices now have two assistant district parole supervisors assigned. The need to supply each of the seven remaining offices with a second assistant district parole supervisor appears to be reasonable and appropriate. As staff and responsibilities continue to expand and diversify, each casework supervisor must intensify his/her efforts to assure that the field work of his subordinates is appropriately discharged. Once the span of control exceeds six or seven employees, particularly if turn over is significant and staff is involved in a multiplicity of responsibilities, making appropriate decisions and evaluations becomes difficult. With the provision for two assistant district parole supervisors in each district office, certain assurances may also be made that proper coverage is provided by one in the absence of the other.

At the present time, an experiment is presently under way in Passaic County whereby the Adult Diagnostic and Treatment Center's Relapse Prevention Program provides psychologists at the district offices to work closely with parolees and parole staff. As increasing numbers of parolees are released with conditions requiring attendance at a variety of mental health or substance abuse counseling programs, it may be an appropriate consideration to expand this program to provide for treatment specialists regionally throughout the state in order to provide such services on a group or individual basis at district offices. The program could be expanded to include substance abuse counseling and other needed treatment for the clientele which would be available to and at the district office.

The use of two-way radio communication may also be considered as a major step in reducing the risk of harm which might occur to a parole officer on field assignment. The equipment might also be used by supervisors to divert an officer to a point of need to complete an emergency assignment. A statewide system of communications which would allow an officer entering a dangerous area to relay to a dispatcher the time and location of entrance and the anticipated time of departure is seen as appropriate. The Bureau's Base Station personnel might act as a dispatcher in these instances. If the dispatcher has not been contacted within the appropriate time frame, his initia-

tion of contact with local or state law enforcement might bring assistance to the scene. Similarly, certain radio equipment is available with a push button mechanism which when activated immediately transmits a signal giving the location of that radio and may be taken as an indication of an immediate need for assistance.

As a result of the denial of additional vehicles for use in general supervision over the past several years, along with the reassignment of several vehicles in the Bureau's fleet to specialized programs, the Bureau finds itself in need of additional transportation so that field officers may properly perform their responsibilities. The routine car schedule is subject to disruption by emergent needs such as attend Probable Cause and Final Revocation Hearings, attend to institutional parole office work in county jails, attend meetings and training sessions and a variety of other responsibilities. This further complicates normal car scheduling and individual allowance to any one parole officer during the course of a month. In the final analysis, beyond providing a mechanism for the parole officer to perform his field responsibilities, the vehicle is also an element of officer safety. Without sufficient transportation, officer efficiency is reduced.

As the Bureau continues experimentation with a variety of programs including the Electronically Monitored Home Confinement Program the Intensive Surveillance/Supervision Program, the Intensive Parole Drug Program and other innovative concepts, a small research unit may be deemed appropriate. In making comparisons with control groups, experimental programs may be discarded or expanded as evidence indicates. In other instances, the need for modifications might be determined and adjustments made for more effective program implementation. The unit could examine a variety of data concerning parolees and perhaps make determinations as to the factors of crime cause and prevention.

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 Institutional Parole Officer Program is administered by a supervising parole officer while another is 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 certain staff members make visits to field sites in order to remain conversant with and/or identify problems in the operational units. Feedback is 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 over 25,000 parolees from New Jersey penal and correctional institutions, county jails, training schools and from out of state institutions 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. Staff assigned to each district office also supervises both inmates and parolees assigned to the Electronically Monitored Home Confinement Program.

Institutional Parole Program

The institutional parole office staff, housed in the fourteen major New Jersey institutions, services all state penal and correctional institutions, and the training schools. Staff members conduct personal interviews with inmates to resolve problems, assist in preparation of parole plans and provide detailed prerelease instructions and counseling. Parole staff members have an additional assignment, that of providing institutional parole office services to county correctional institutions and to various community release/residential centers.

GOVERNOR'S 1992 BUDGET RECOMMENDATIONS

The following is an excerpt from the Governor's budget recommendations for Fiscal 1992. Section #7010 contains the recommended appropriations for the Office of Parole and Community Programs. Care must be taken to separate the various community programs from the Bureau of Parole's budget. These centers are not part of the Bureau and are, in fact, accountable to various other divisions.

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.

EVALUATION DATA

	Actual FY 1988	Actual FY 1989	Revised FY 1990	Budget Estimate FY 1991
PROGRAM DATA				
Parole				
Parolees under supervision (beginning of year)	15,380	16,080	16,985	19,500
Added to parole	8,981	9,910	10,000	10,200
Removed from parole	8,281	9,005	7,485	8,900
County cases under supervision	1,279	1,300	1,325	1,375
Positions assigned to parole supervision	207	217	240	240
Average caseload per officer (beginning of year)	1/74	1/74	1/71	1/81
Community Programs				
Average Daily Population (resident)	84	74	73	73
Community Residence Center, Jersey City	12	5		
Community Service Center, Newark	58	57	60	60
Community Service Center, Essex	14	12	13	13

10. PUBLIC SAFETY AND CRIMINAL JUSTICE
17. PAROLE AND COMMUNITY PROGRAMS
7010. OFFICE OF PAROLE AND COMMUNITY PROGRAMS

	Actual FY 1988	Actual FY 1989	Revised FY 1990	Budget Estimate FY 1991
PERSONNEL DATA				
Position Data				
Budgeted Positions	404	428	451	491
Parole	362	387	410	459
Community Programs	42	41	41	32
Positions Budgeted in Lump Sum Appropriations	27	27	47	5
Authorized Positions - Federal	23	22	5	5
Total Positions	454	477	503	501

APPROPRIATIONS DATA
(thousands of dollars)

Year Ending June 30, 1989					Year Ending June 30, 1991			
Orig. & (S) Supple- mental	Reapp. & (R) Recpts.	Transfers & (E) Emer- gencies	Total Available	Expended	Prog. Class.	1990 Adjusted Approp.	Kean Admin. Request	Recom- mended
Distribution by Program								
12,089	16	-219	11,886	11,780	03	14,633	15,173	14,489
1,575	—	156	1,731	1,731	04	1,779	1,374	1,374
13,664	16	-63	13,617	13,511		16,412	16,547	15,863
Distribution by Object								
Personal Services:								
11,035	—	429	11,464	11,361		12,609	12,602	12,602
—	—	—	—	—		1,421	991	991
10	—	—	10	10		10	10	10
11,045	—	429	11,474	11,371		14,040^(a)	13,603	13,603
150	—	-23	127	127		169	150	149
421	—	140	561	561		561	581	577
596	—	36	632	632		729	718	706
Special Purpose:								
160	—	-14	146	146	03	226	246	246
319	—	-317	2	—	03	— ^(b)	—	—
382	—	-382	—	—	03	— ^(b)	667	—
250	—	-52	198	198	03	280	262	262
—	—	—	—	—	03	— ^(c)	—	—
54	—	45	49	49	04	57	—	—
181	—	—	181	181	04	191	191	191
84	—	11	95	95	04	89	89	89
1,430	—	-759	671	669		843	1,455	788

**10. PUBLIC SAFETY AND CRIMINAL JUSTICE
17. PAROLE AND COMMUNITY PROGRAMS
7010. OFFICE OF PAROLE AND COMMUNITY PROGRAMS**

Year Ending June 30, 1989					Prog. Class.	Year Ending June 30, 1991		
Orig. & (S) Supplemental	Reapp. & (R) Recpts.	Transfers & (E) Emergencies	Total Available	Expended		1990 Adjusted Approp.	Kean Admin. Request	Recommended
22	16	114	152	151	Additions, Improvements and Equipment	70	40	40
OTHER RELATED APPROPRIATIONS								
—	—	422	422	355	Federal Funds Parole	03	108	153
—	—	422	422	355	Total Federal Funds		108	153
—	228	—	—	—	All Other Funds		—	—
—	56 ^R	-89	195	—	Community Programs	04	—	—
—	284	-89	195	—	Total All Other Funds		—	—
13,664	300	270	14,234	13,866	GRAND TOTAL		16,520	16,700
							16,016	

Notes: (a) The 1990 appropriation has been adjusted for the allocation of the salary program.
(b) Appropriation of \$666,000 distributed to applicable operating accounts.
(c) Appropriation of \$463,000 distributed to applicable operating accounts.

HIGHLIGHTS

The employment freeze imposed in mid-November 1990 continued in effect throughout the remainder of the fiscal year. Vacancies at the entry level have remained open and certain promotions were delayed in view of the inability to fill the entry level positions which ultimately become open in the promotional process. Authorization was received during the last quarter of the fiscal year to hire behind staff being promoted into the Intensive Parole Drug Program positions. As a result, that program became operational during the month of March. An assistant district parole supervisor was assigned to Central Office to work with the supervising parole officer in charge of the program and staff began to move into the field positions immediately thereafter. Vehicles were provided to program staff subsequent to their meeting on the start up date. Efforts continued thereafter to hire into all the positions vacated as a result of promotions into the new program. However, vacancies which were created by other reasons were not automatically authorized for filling. As a result of continued vacancies, requests for job freeze exemptions were submitted throughout the remainder of the fiscal year.

The Bureau of Parole's modified recruitment techniques proposal has been reviewed by the commissioner who has agreed with the suggested

process with the exception of the use of the Willingness Questionnaire. The Department has ceased using this instrument for correction officer recruits because of its questionable value. Earlier the same proposal had been reviewed by the Department of Personnel and had been found to be, overall, sound. The Department of Personnel felt that the Willingness Questionnaire required some refinement with which they had offered to assist via a review with the Division of EEO/AA. However, the commissioner in his subsequent review, has indicated that as a result of the questionable value of the document, the use of it should not be pursued. The commissioner further advised that perhaps the new techniques might be implemented in the Fall of 1991 as it was impossible to begin during the Spring since lay off notices had been sent to half of the Department's Recruitment Unit. Upon implementation, it would be the hope of the Bureau that the Recruitment Unit might administer the physical, psychological and urinalysis tests and provide for the background investigation as is the case with the recruitment of new correction officers. Initial meetings have transpired with the Custody Recruitment Unit and have been scheduled with Department of Personnel staff.

The assistant commissioner has directed that the hiring of entry level positions be accomplished at the district offices. As a result, her office has been reviewing proposals with the Office of Human Resources concerning the modifications in the method of announcement of the examinations for Bureau entry level titles. The initial proposal was that the titles of parole officer trainee, parole officer, parole officer bilingual trainee and parole officer bilingual be announced open to residents of individual counties thereby ranking residents of the counties first followed by state residents and finally those resident of the United States. Alternate proposals would allow such examinations to be opened to those applicants who are willing to work within the territory supervised by specific district offices. This limitation might readily be ascertained via a check off box on the application or on the cover sheet on the open competitive examination itself so that when listings are promulgated for district usage, only those willing to work in a specific territory would be promptly and exclusively certified. Should an applicant wish to become eligible for certification to more than one district office at a time, the responsibility would be his/hers to respond to all notices, meet all interview appointments scheduled and answer in a timely fashion any and all offers of employment. The various proposals are being reviewed by the Department's Office of Human Resources and the Department of Personnel. The remainder of the plan would provide for district parole supervisor input into promotions, discipline and grievances.

During the latter part of the fiscal year, a program was implemented to deduct payments toward Violent Crimes Compensation Board (VCCB) penalties from the wages of inmates who are, will be or have been on the Work Release Program. Further, institutions were urged to encourage the inmate population to make voluntary payment. Planned deductions are listed by parent institutions and forward to the Central Office Revenue Unit for debt determination. Once the debt is determined, periodic garnishments are made from the offenders' wages and

forwarded to the Central Office Revenue Unit for appropriate accounting procedures. Immediately prior to the onset of the system, a meeting was held and attended by personnel who were directly involved in administering the program. The assembly was addressed by one of the commissioners of the Violent Crimes Compensation Board. Since the inception of the program, the Central Office Revenue Unit has seen a noticeable pick up in their workload with the VCCB being the most significant beneficiary. The Task Force to enhance collections from inmates while still incarcerated continues to work on the project with a goal to eventually automate a system of wage deductions during each accounting cycle.

In order to expedite monitoring of inmates and parolees who may be involved in substance abuse, an agreement was reached whereby the Departmental Laboratory would provide screen results of urinalysis immediately upon receipt with automatic confirmatory testing of positive screens. Formerly five to six weeks may have lapsed prior to the field being provided with the results of urine testing. This was caused as a result of the delay in getting the results of confirmatory testing from the laboratory which does that urinalysis. Once the Departmental Laboratory can begin confirmatory testing, it is anticipated that the process will be significantly accelerated. In the interim, with Departmental approval, screen results should be provided within three to four days of the specimen pick up. Those testing positive are referred to Damon Laboratories for confirmatory testing and when those results are received they are to be forwarded to the field in approximately the same time frame it took confirmatory results to arrive prior to the onset of the new system. In the interim, the parolee will be confronted with the results of a positive screen and action taken to begin treatment, or should he/she admit usage and if incarceration is indicated, the revocation process begun. Further changes appear to be forthcoming, however, as both the laboratory's work load continues to build and the time frames for receiving results are not being met.

The matter concerning housing parole violators in the Mercer County Detention Center has yet to be resolved. As a result of an order from the county executive concerning overcrowded conditions in the facilities, Mercer County officials have not been accepting parole violators without pending charges for several years. As a result of a procedure delineated by the Office of the Attorney General, in each instance where a parole violator is refused admission, application is made by Bureau management for an order from the commissioner to accompany the warrant indicating that the Mercer County Facility is designated for that confinement. As a result, Mercer County authorities review each specific case prior to making a determination. In certain instances, the warrant and the violators are accepted into the Mercer County Facilities. In other instances, they are not. If probable cause has previously been established, arrangements have been made, on occasion, for the violator's confinement in a state institution. In other instances, they have been placed in special programs. In the final analysis, no permanent solution to the problem has been found.

Bureau management continues to await final advisement from the Office of the Attorney General and Treasury officials concerning appropriate procedures for processing those individuals who continue on the Bureau of Parole's count subsequent to the expiration of their time maximum and who either cannot or will not make payment on their revenue obligations. In view of the fact that the Bureau is simply a collection and pass through agency and not the recipient of the revenue which it collects, Treasury officials have asked that an Attorney General's opinion be provided as to whose responsibility it is for taking appropriate measures to have the cases written off in a legally acceptable fashion. Once the Attorney General's Office has made that determination, Treasury officials have promised to further advise the Bureau of the appropriate procedures. As the fiscal year drew to a close, some 8,000 cases remain on the Bureau's count for purposes of amortizing their outstanding revenue obligations. Although many continue to make payments, many others do not.

As a result of management's inquiries, the Bureau has been advised that all parolees on whom probable cause has been established and who continue in custody in a county facility pending revocation hearings are entitled to inmate wage payment and the county of confinement entitled to reimbursement whether or not parole is subsequently revoked. In response to a further question, it was learned that proper tracking and notification of amounts due from the Department for per diem is the counties responsibility. Inmate wage payment has continued in accordance with established policy. The matter of revocation is not a determining factor for payment subsequent to the fifteen initial days of incarceration. The only exception is those instances where a county sentence is part of the incarceration. Under those circumstances, payment to both the county and the inmate commence fifteen days subsequent to the termination of the county sentence.

Research into the Bureau professionals' law enforcement status and powers was met with a response to a former request. Management was advised that a September 5, 1989 opinion from the police advisory section of the Office of the Attorney General revealed that parole officers possessed extremely limited law enforcement powers. The opinion goes on to cite the parole officers responsibility to provide assistance to the parolees in finding employment, obtaining educational/vocational training or in meeting other obligations. In the case of juvenile parolees, the assigned parole officer is to work with the Board Panel on juvenile commitments to insure that the least restrictive alternative available is used. Although the officer's primary responsibilities are supervisory, he does possess some limited law enforcement authority in that he may, by his own warrant, apprehend a parolee and have him detained pending a preliminary hearing if the officer believes that the parolee has committed a crime, is about to commit a crime or is about to flee the jurisdiction and the situation is one of immediate emergency that cannot await the issuance of a warrant by a designated representative of the Chairman of the State Parole Board. The opinion went on to provide the feelings of the court in the miranda decision when it viewed the parole officer under usual circumstances as a guide and counselor to the parolee in his efforts to achieve and maintain rehabilitation. In the final analy-

sis, according to the Attorney General opinion, the parole officer's goal is more closely related to that of a social worker rather than a law enforcement officer although that status may vary to different degrees depending upon the context of the parole officers' activities.

The possibility of a Division of Correctional Field Services again surfaced late in the fiscal year. The need for such a change was first recognized and sought in 1983 as the agency's growth demonstrated the potential. Presently, the Bureau staff numbers over 450 and its caseload approximately 25,000. Perhaps more significant is the complexity of the operation itself. Staff is involved in a wide spectrum of activities including general supervision, investigations, hearings, furlough/work release activities, institutional parole activities to both state and county facilities, revenue collections, specialty programs involving providing intensive supervision to both juveniles and adults and the provision of an Electronically Monitored Home Confinement Program. Also implemented during the past fiscal year is an Intensive Parole Drug Program. Not only does the Bureau disburse financial aid to those eligible but is involved in the disbursement of inmate wages to those state inmates released from selected county jails. The Bureau's involvement in computerization has shown growth in the past several years and would have continued with even greater intensity as a result of the BSP/SA had funding not been curtailed. At the present time, the Bureau operates thirteen (13) district offices, fourteen (14) institutional parole offices and a Central Office which also contains several operating units including the Statistical Unit, the Revenue Collection Unit and the training component. Liaison is also maintained with the Office of Interstate Services. In addition to enhancing the potential for receiving a greater allocation of resources, division status might provide for greater functional specialization, classifying operational hierarchy and increased career opportunities. The overall result should allow for improved service delivery and more efficient operations.

Efforts continue to expand the Teleconferencing Program which has prove successful at Bayside State Prison. Parole officers can teleconference their testimony at Final Revocation Hearings via the use of the telephone on their desks. A speakerphone in the hearing room is capable of allowing all other participants to hear the testimony and the equipment is sensitive enough to pick up the conversation of all participants so that the parole officer may listen to the testimony given on-site. Through this medium, countless hours and miles in commuting to the site of the testimony have been saved particularly by those officers from the northern districts. As a result, \$18,000 has been identified by the Business Office to expand the program to all institutions and the Office of Institutional Support Services has begun efforts to identify appropriate locations for the installation of needed equipment. As each additional institution comes on line, more officer time and vehicle mileage would be saved. Concomitantly, the Bureau awaits a final determination as to the impact of the Corsaro decision on Teleconferencing. That decision requires that sworn testimony be provided at Final Revocation Hearings concerning the parolees failure to abide by the terms of release. Further interpretation is also required relative to the Traylor decision which per-

tains to providing witnesses for confrontation and cross examination when new offenses are being used as a violation.

Effective October 1, 1990, NJAC 10A:17-3 transferred the Volunteers in Parole Program (VIPP) from Departmental policy into Administrative Code. All Bureau units have been provided with a copy of the publication which appeared in the New Jersey Register during the course of that month. The district office coordinators were properly identified as was the VIPP supervisor Susanne Pavelec. The Administrative Code describes the program and delineates various responsibilities. Mandated activities are appropriate to the program supervisor, district coordinators and volunteers. The Central Office supervisor continues to attend the Volunteers in Courts and Corrections of New Jersey's periodic meetings and also the Department of Corrections' volunteer coordinators assemblies.

During the final month of the fiscal year, the first publications in the New Jersey Register began to convert the Bureau of Parole administered Financial Aid Program into Administrative Law. Prior to the onset of publications, several modifications to the published rules had been distributed to selected Department personnel for suggestions and comments in order to enhance accuracy. As a result, several minor modifications to established procedure were made in order to maintain adequate controls to safeguard the cash reimbursement by parolees from theft or misuse and provide appropriate accounting of all funds received. This was necessary since Bureau procedure allows for voluntary pay back in cash by recipients and a means of depositing the money in a state account. Once the proposed rules satisfied all internal concerns, they received their first publication in the New Jersey Register for larger critical review prior to becoming Administrative Law.

Senate Bill 3009 sponsored by Senator Lynch was amended to provide full time parole officers employed by the Bureau of Parole in the Department of Corrections while in the actual performance of his duties full power of arrest for any criminal offense committed in his presence anywhere within the territorial limits of New Jersey. This arrest power would be in addition to any authority which the parole officer already has with regard to apprehension of parolees. Senate Bill 3009 goes on to grant the parole officers the authority to carry firearms during the course of carrying out their official employment responsibilities. The bill reportedly moved to the Revenue, Financial and Appropriations Committee subsequent to its release from the Judiciary Committee. However, as the year drew to a close, no further action had been taken.

Effective February 25, 1991, NJAC 2c:29-5 (escape) was amended to include absconders from parole as a crime of the third degree. Specifically, a person subject to parole commits a crime of the third degree if the person goes into hiding or leaves the state with the purpose of avoiding supervision. The amendment provides that abandoning the place of residence without the prior permission of or notice to the appropriate supervising authority shall constitute prima facie evidence that the person intended to avoid such supervision. As the

year drew to a close, the State Parole Board and the Bureau awaited an Attorney General's opinion as to whether or not the Board or the Bureau is required to notify the appropriate prosecutors' offices that the offender on parole status has absconded. In case it is a duty, a further request has been made as to what specific time, (e.g. date declared an absconder, date probable cause found in-absentia, date parole warrant issued), notice must be provided to the prosecutor's office.

In an interesting turn of events, the Bureau was given informal advice by the Office of the Attorney General in a matter where advice had been sought for years. In an instance where an offender who had died was maintained on the Bureau's count for collection of revenue only, a request had been made of the Office of the Attorney General to attach the estate of the deceased for relief to the beneficiaries. In his response, the deputy attorney general indicated that liability as a result of criminal sentences ends at the time of death and no lien can be placed upon the decedent's estate. Hence, those cases which are being gathered by the Central Office Revenue Unit for appropriate action might well be the first of those recorded revenue cases the Bureau might be able to remove from its count other than those who owed only the Violent Crimes Compensation Board (VCCB) penalties at death and whom the Bureau had always had the approval to write off.

Interestingly enough, in a related matter, management was contacted by Treasury officials concerning the write-off of revenue obligations from those individuals past time maximum who continue to owe an obligation and who either will not or cannot amortize their obligation. Treasury officials were quick to provide a similar response which had only days before been secured from the Office of the Attorney General. However, they elaborated further. Only those who are deceased may be written off and a procedure has been given to proceed accordingly. As a result, the procedure is being reviewed by the Central Office Revenue Unit in hopes of not only removing those presently deceased from the caseload but for prompt removal of other decedents in the future. Once the write-offs have been completed, Treasury officials promised a further review of the recorded revenue caseload in hopes of assisting in the administration of this group of cases.

Two senior parole officers were called to active duty as a result of Operation Desert Storm. The reserve units of which Sr. P.O. John Swayser, District Office No. 6 and Sr. P.O. Allen Jenni, District Office No. 8 are affiliated were activated and in the case of Mr. Swayser was dispatched to the Mideast. Service Awards for 1990 were announced and the Bureau counted over 80 staff who were acknowledged as a result of service in multiples of five years. Of special note is the 25 years of service completed by District Parole Supervisor Frederick Cook, Senior Parole Officer Donald Ide and Head Clerk Grazyna Knight. The Camden County American Red Cross announced that Juanita Tweed, Senior Parole Officer at Riverfront State Prison in Camden was selected as their 1989-90 volunteer of the year. Senior Parole Officer Tweed has been a red cross safety service volunteer for the past nineteen (19) years and serves as water safety instructor, trainer and chairperson of water safety programs.

DEVELOPMENTS

As the year drew to a close, it signalled the dissolution of the Parole Revocation Defense Program of the Office of the Public Defender. It had been the responsibility of this unit to represent inmates and parolees at a variety of hearings. Parolees facing Probable Cause Hearings in Mercer, Hunterdon, Burlington and Ocean Counties and all parolees facing Final Revocation Hearings were represented by this unit as were those inmates who were involved in Parole Rescission Hearings. Initially, it was thought that all such activities would be absorbed by the regional offices of the public defender. Later, it was learned that parole related activity no longer would be provided by the agency. Prior to the dissolution, management had made inquiry of the deputy public defender as to the status of Legislation which directs the current procedure for determining clientele indigency, a prerequisite for eligibility for public defender services. Upon implementation, the present statute required that the county criminal case managers determine such eligibility. However, there were indications that the process was to be reviewed at the end of a three year period. This period is about to expire and the public defender advised that there appears to be no firm decisions concerning any modification particularly in view of anticipated staff reductions and reassignments.

Management met with program administrators of the Joint Connection's Parolee Employment Assistance Project in what has become at least an annual event. Apart from providing transportation for families to visit inmates, the Joint Connections's Parolee Employment Assistance Project is involved in the assessment testing and job placement of the ex-offender. They maintain offices in Essex and Camden Counties and are significantly involved with clientele of District Office Nos. 2, 7, 9 and 13 in evaluation and job placement. During the year, they began involvement with inmates assigned to the Electronically Monitored Home Confinement Program being supervised by the same district offices. The program has evolved from the former Newark Recycling Project and over the past several years has met with a certain degree of success in making job placements with the offender. Cooperation with the district offices, to the extent that initial interviews are completed at the district facility and a mutual exchange of information is ongoing, has contributed to the degree of success that the program is experiencing.

Assembly Bill 4716 introduced April 8, 1991 by Assemblymen Doria and Zecker would create within the Department of Corrections an Office of Probation Services which would provide technical assistance, training, research and program monitoring for county probation departments. Currently, the Office of Probation Services is within the Administrative Office of the Courts. The bill would transfer the functions of this office to the newly created Office of Probation Services within the Department of Corrections. In addition, the bill would shift the authority to appoint the chief probation officer for the county from the assignment judge of that county to the governing body. Should the act become effective, the Department of Corrections would have 180 days to promulgate minimal standards for probation services. The

rules would be standardized but would not include any standard on caseload sizes. The existing courts rules governing probation services would remain in effect until promulgation of the new rules.

During the final quarter of the year, the long awaited relocation of District Office Nos. 2 and 13 was realized. They are both currently housed at 20 Evergreen Place in East Orange. District Office No. 2 has occupancy on the fourth floor. District Office No. 13 has split occupancy between the third and fourth floors pending their relocation into their catchment area within the City of Newark, hopefully, in the foreseeable future. Management has been directing efforts toward this relocation for several years since the growth of the district offices had rendered the previous location overcrowded and inadequate to house staff and equipment and to service parolees reporting to the site. District Office No. 13 has been advised to continue efforts to locate an alternate site within its catchment area so that they can be relocated to that site upon the expiration of the lease at the present location which had originally been negotiated for the Department of Health. Once this lease is renegotiated, District Office No. 2 will remain at the East Orange site and, hopefully, District Office No. 13 will relocate to its own catchment area in the City of Newark.

During the course of the year, a federal grant was approved to provide for an Intensive Parole Drug Program. Subsequent to the monetary award, efforts were directed toward expansion of the Departmental full time equivalent so as to accommodate program personnel. Concomitantly, efforts were made to secure necessary vehicles for field staff. Once these preliminary approvals were received efforts were directed toward receiving authorization to hire entry level staff behind those being promoted to positions within the program itself. Final authorizations for this process was received and as a result the program became operational as of March 4. The program is supervised overall by a supervising parole officer and an assistant district parole supervisor has been assigned to the Central Office to work with the supervising parole officer. Field staff has been promoted into the field positions and entry level positions hired behind them. The program is designed to allow for a 60 day participation by inmates assigned to the Electronically Monitored Home Confinement Program and continued program participation subsequent to their parole.

A final draft of the Bureau's Basic Training Curriculum has been completed along with the attendant lesson plans. It has been met with conditional approval of the assistant commissioner with the stipulation for minor changes. Training Academy staff has been involved in the ongoing efforts of developing the training curriculum. Individual sessions beyond an orientation will include courses in the criminal justice system, human relationships, parole prerelease mechanisms, components of caseload management, counseling/interviewing techniques, field supervision, report writing, violation procedures, arrests, handcuffing, street survival and interagency relations. Preparing the course examinations, matching instructors with the courses along with scheduling adequate time and space at the Training Academy appeared to be the next major effort.

Management had been advised by both staff of District Office No. 9 and the Central Office Revenue Unit of the existence of a Division of Income Security within the New Jersey Department of Labor. This unit will provide the name and address of the most recent employer of state inmates and parolees. Bureau representatives met with the director of the unit and developed a procedure wherein Bureau personnel may solicit such information on the cases it supervises in order to attempt to locate absconders and to secure necessary information on revenue cases, particularly those in which such data is required by the Office of the Attorney General for further processing. Essentially, a simple form letter is used and correspondence transpires between the Wage Reporting Unit and the Central Office Revenue Unit which coordinates activities for all field sites. Subsequent to authorization from the Departmental Special Assistant for Legal Affairs, procedure was distributed midway through the fiscal year for immediate implementation.

The Bureau was the object of both internal and external audits. The Bureau of Audits and Accounts began a systematic review of district office involvement in a variety of programs while the Office of Legislative Services visited the Bureau as part of their overall audit of Departmental activities. Their involvement insofar as Bureau operations was concerned was a review of the revenue collection program and financial aid disbursement. Subsequent to meeting with Bureau management, auditors began conferring with the staff of the Central Office Revenue Unit. They were oriented to the activities of the Bureau as part of the Departmental's total revenue collection responsibility. Subsequent to the Central Office meetings, they began visiting several of the district offices. The internal auditors' review extended beyond financial accountability to an examination of time and equipment records.

During the course of January, management was provided with the details of a superior court decision "In Re the Parole Revocation of Charles Jenkins". Jenkins had appealed a determination of the New Jersey State Parole Board revoking his parole. The court addressed a considerable number of issues in its review of this matter which referenced both Probable Cause and Revocation Hearing activities. Of significance to the Bureau and its probable cause routine was the advisement that Probable Cause Hearings must be held within the fourteen (14) days allowed by statute from the date of depriving the parolee of his/her freedom regardless of whether the Bureau or the Board warrant or a combination thereof held him/her. The decision reaffirmed that requested postponements which have been granted must be mentioned in the Notice of Decision and also must provide the reasons therefore. Reopening all continuances of supplemental proceedings and the reconvening of a Probable Cause Hearing is acceptable, but care must be taken as to the reopening of an issue already heard unless that issue becomes much broader in its allegations. Finally, the court has ruled that there is no reason why the parole officer cannot testify from the record relative to those violations which transpired prior to his assumption of supervision.

Due to budget constraints within the past fiscal year and the projected state deficit, management had been advised that it was not possible to implement training in the use of chemical agents for Parole staff. Training for all personnel is required prior to the authorized use by any staff member. Originally, training was to begin by allowing Parole staff several slots in each of the courses offered to correction officers at the Training Academy. However, when the fiscal problems became apparent, cutbacks became imperative. Management has been advised that should funds become available or the overall state budget situation improves, training in the use of chemical agents shall be considered at that time. Management has also been advised that the matter of the use of chemical agents by parole officers is not a legal issue but one of training.

A proposal has been submitted to the Department of Personnel which would provide for a variant title or stipend payment for those senior parole officers assigned to the ISSP/HCP. If approved, the modification would allow for a salary range level increase to recognize the specialized training and the other unusual factors of employee program participation including off hour coverage, on call and beeper assignment, supervision of inmates, the writing of disciplinary charges and other significant activities. Justification indicates, upon review of staff's personal lives, they are, at times, being disrupted by the need to respond to emergency situations and to meet the rigorous supervision requirements of the program. Hence, the requested changes would appear to be appropriate. While this possibility is being reviewed, cash payments have begun for overtime work by program staff if dispatched from their homes by a supervisor to meet emergency situations. As a result of their on-call status, cash payment for overtime, modified vehicle assignment and restraining equipment availability, a determination was made to assign these officers the responsibility of off hour arrest and transportation of those parolees so requiring under emergency circumstances.

In response to direct inquiry from the field, the Office of Human Resources has addressed a personnel issue involving the bilingual career ladder. Their position is that each bilingual parole officer is eligible for promotional opportunities within the Bureau of Parole. It acknowledges that while it is true that the title of bilingual senior parole officer in Spanish and English does not exist at present, this does not preclude the bilingual officer from promotional opportunities to the existing senior parole officer title. Their position goes on to indicate that there exists no apparent need to create a bilingual variant for the senior level position particularly since promotional opportunities are available without the variant title. Bilingual officers are assigned to each of the Bureau's thirteen (13) districts and are eligible for promotional opportunity based on the same criteria as their coworkers.

Upon request of field supervisors, management made inquiry as to whether or not parole violation warrants need continue on file at a county facility once an individual had received a new Department of Corrections commitment and his parole had been revoked. Both the responses of the Bureau of Correctional Information and Classification

Services and the Deputy Executive Director of the State Parole Board were similar. The warrant assumes its importance as county authorities do not uniformly recognize the revoked status of parole violators without the presence of a parole warrant. Concern has been expressed that subsequent court action may negate a commitment and without the warrant, a violator would be released. The Department of Corrections' Classification Team also relies on the presence of a parole warrant as a means of identifying individuals as parole violators in the performance of their functions particularly in the aggregation of sentences. The parole warrants also assist Board staff in making appropriate identification of individuals on whom they are required to take particular actions while they are still confined in the county facilities. Both the Department and the Board have requested that there be no change in the policy of leaving a parole warrant on file even subsequent to revocation and a new Departmental commitment.

The experimental program whereby checks are written for payment of inmate wages by district staff is in the process of expansion. The initial experiment involved four districts, three of which continue participation even on an expanded scale. Additionally, another four districts have requested to involve themselves in implementation of the program in their areas of coverage. However, in one instance, the activity is not significant enough to implement the program. Essentially, the program establishes a checking account for each of the district offices and allows designated staff to write checks in payment of inmate wages in amounts predetermined by Central Office staff whose responsibility it is to compute the amount due. Once that staff is alerted to the date of release of an inmate eligible for payment, the amount of wages due is faxed to the district's staff who, in turn, write checks for the appropriate amount upon arrival of the clientele. Concomitantly, up to one-third of the amount may be withheld in payment of the revenue obligations via a second check written payable to the Treasurer, State of New Jersey. The appropriate bookkeeping procedures are then accomplished in order to credit the account. The procedure is an effective way to expedite prompt payment to eligible inmates and an additional avenue available for collecting revenue due.

The commissioner has approved a proposal which will allow the parole district offices to be given the capacity of accessing the Computerized Criminal Histories (CCH) system. The process of bringing the districts on line may commence prior to the end of Calendar Year 1991. The Bureau has provided statistics which project that over 4,700 requests for the various categories of CCH would be made during Fiscal Year 1991 through the use of the Central Office terminal. Beyond that which the Central Office provides for the districts use, field staff is known to network with local police and county facilities to secure CCH information as a matter of convenience. As a result of increased mainframe security systems, the development of written guidelines and the support of the State Police for approval for this expansion along with the fact that there will be no additional cost to the Department, approval has been given to permit district office access along with that of institutional personnel. However, there will be no access to the NCIC/SCIC or III systems. These Central Office level applications will be restricted to existing sites only.

In a related matter, a revised C-17 has been developed by District Parole Supervisor Pavelec so that reporting of essential information may be more efficiently completed. Several months back, a proposal for the revision of the C-17 had been distributed for review and comment. The expressed intent was to incorporate all the various categories of individuals for which the Bureau is responsible into a new data collection instrument. Subsequent to the receipt of comments, the C-17 was modified to reflect solicited changes. Accompanying the new distribution was instructions for its use. The modified instrument will replace the existing C-17 as of July 1, as District Parole Supervisor Pavelec continues to work on the revision of the C-16. Copies of all related materials have been forwarded to the Bureau of Correctional Information and Classification Services as a result of Statistical Unit Task Force Meetings and it has been agreed that attempts will be made to automate electronic data by providing this type of C-17 in an electronic format in the future.

PERSONNEL

As of June 30, 1991, according to the administrative assistant, the total compliment of 476 staff members were distributed as follows:

Chief	1
Assistant Chiefs	2
Supervising Parole Officers	5
Project Specialist (DO #5)	1
District Parole Supervisor	14
Assistant District Parole Supervisor	20
Senior Parole Officer	87
Senior Parole Officer (IPO)	17
Executive Assistant	1
Parole Officer	200
Parole Officer (IPO)	2
Administrative Assistant	1
Clerical	<u>125</u>
 TOTAL	 <u>476</u>

State funding for Fiscal Year 1991 provided the Bureau with no additional staff. The hiring freeze which had been imposed in the prior fiscal year continued intermittently although hiring behind promotions into the Intensive Parole Drug Program was permitted.

Federal funding for the Intensive Parole Drug Program provided for an additional assistant district parole supervisor and thirteen (13) additional senior parole officers.

Other professional and clerical positions were subject to request for freeze exemptions and many of them continued frozen.

Reclassification of positions to principal data entry machine operator for assignment in each of the districts was authorized and an examination announced to provide for a list of eligibles for appointment.

As the fiscal year drew to a close, the Bureau was anticipating funding for twenty five (25) positions in the upcoming budget for personnel to be assigned to the expanding Electronically Monitored Home Confinement Program.

In accordance with contractual arrangements, openings are posted within work units thereby allowing personnel with seniority the chance for reassignment prior to the filling of vacancies from a Department of Personnel list.

District Parole Supervisor Pavelec, Central Office and Senior Parole Officer Halpin, District Office No. 4 and Parole Officer Tienken, District Office No. 6 continued as members of the Board of Directors in the Volunteers in Courts and Corrections of New Jersey. Mrs. Pavelec is also a member of the Special Classification Review Board at Avenel.

Parole Officer Picker and Parole Officer Tienken, both of District Office No. 6 along with Principal Clerk Helen Lesiak, District Office No. 4 retired during the year.

Senior Parole Officer Swayser, District Office No. 6 and Sr. Parole Officer Jenni, District Office No. 8 both were called to active duty in Operation Desert Storm.

The Bureau was saddened to learn of the death of District Office No. 9's Senior Clerk Stenographer Alice Holden on December 18, 1990.

CASELOAD

As of June 30, 1991, a total of 24,973 cases were reported under the supervision of the Bureau of Parole by its various components. This represented a total increase of 3,855 cases during the course of the fiscal year. District caseloads as of June 30, 1991 were as follows:

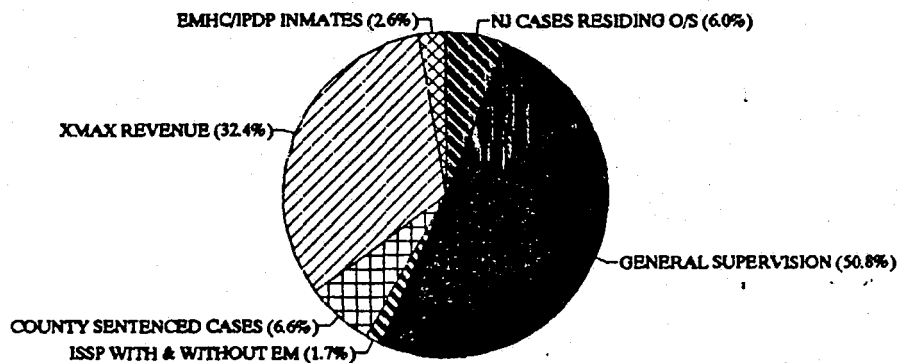
DO #1 - 2,329	DO #8 - 2,041
DO #2 - 1,796	DO #9 - 1,586
DO #3 - 1,412	DO #10 - 1,398
DO #4 - 2,214	DO #11 - 1,582
DO #5 - 1,576	DO #12 - 2,555
DO #6 - 2,272	DO #13 - 1,891
DO #7 - 2,203	CORU - 146

Bureau Total - 25,001

Total Bureau casecount of 25,001 included 1,601 females under supervision in New Jersey and 8,089 cases were being carried beyond their maximum in order to allow for amortization of revenue obligations.

Further, the district offices were monitoring 1497 New Jersey cases resident out of state. The count does not include the 647 inmates being supervised by the Bureau of Parole under the EM/HCP program on 6/30/91. Nor does the count include various inmates owing and amortizing revenue obligations, as they appear on the counts of various institutions.

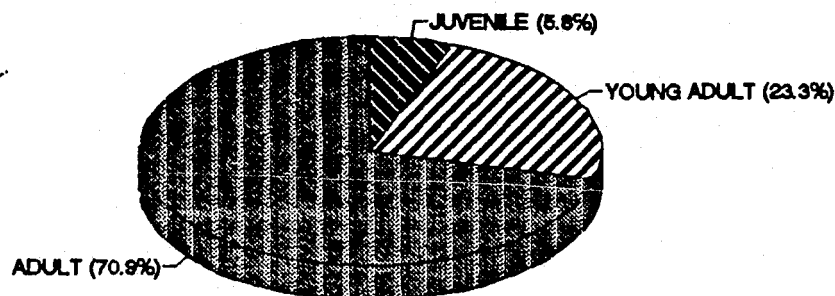
CASELOAD BREAKDOWN AS OF JUNE 30, 1991



DISCHARGE PRIOR TO EXPIRATION OF MAXIMUM

Grants of discharge from parole are extended by the Parole Board upon the recommendation of the Bureau. During the fiscal year eighty-six discharges were granted by the three Board panels; juvenile (5), young adult (20), and adult (61). Those discharges were distributed as depicted in the following graph:

EARLY DISCHARGES GRANTED DURING 1991



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 an administrative senior parole officer assigned to each district office.

The following is a tabulation of probable cause hearings scheduled and decisions rendered in Fiscal 1991:

1. Hearing requested and hearing held	1691
2. Hearing waived and hearing held	504
3. No response from parolee and hearing held	1510
4. Hearing waived and no hearing held	<u>685</u>
Total hearings scheduled	4390
5. Probable Cause found and formal revocation hearing to follow	4097
6. Continuation of parole recommended although valid violations determined	176
7. Continuation on parole - no valid violations determined	44
8. Other	<u>73</u>
Total decisions rendered	4390
Probable Cause found and revocation hearing to follow 4097 (or 93.3% of the time)	

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 1991.

<u>DISTRICT OFFICE</u>	<u>Office</u>	<u>Field</u>	<u>Total</u>
DO #1	15,958	13,890	29,848
DO #2	17,130	13,701	30,831
DO #3	23,760	33,666	57,426
DO #4	33,069	7,604	40,673
DO #5	42,519	39,351	81,870
DO #6	15,885	11,350	27,235
DO #7	17,681	13,989	31,670
DO #8	41,686	28,331	70,017
DO #9	15,053	8,614	23,667
DO #10	48,311	17,974	66,285
DO #11	28,459	8,665	37,124
DO #12	31,000	14,951	45,951
DO #13	<u>16,766</u>	<u>6,138</u>	<u>22,904</u>
Totals	347,277	218,224	565,501
Percent	61.4%	38.6%	100%

OFF-HOUR VISITS

DO #1 - Staff made total of 580 contacts after normal working hours.
DO #2 - Staff made total of 114 contacts after normal working hours.
DO #3 - Staff made total of 20 contacts after normal working hours.
DO #4 - Staff made total of 249 contacts after normal working hours.
DO #5 - Staff made total of 1086 contacts after normal working hours.
DO #6 - Staff made total of 53 contacts after normal working hours.
DO #7 - Staff made total of 1454 contacts after normal working hours.
DO #8 - Staff made total of 543 contacts after normal working hours.
DO #9 - Staff made total of 12 contacts after normal working hours.
DO #10 - Staff made total of 595 contacts after normal working hours.
DO #11 - Staff made total of 1474 contacts after normal working hours.
DO #12 - Staff made total of 1421 contacts after normal working hours.
DO #13 - Staff made total of 293 contacts after normal working hours.

Bureau staff made a grand total of 7,894 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 347 reviews were completed, resulting in 14 (4.0%) unsatisfactory ratings. An unsatisfactory rating is to be followed by a 30 day period during which the opportunity will be provided to remedy the deficiencies with the ultimate resolution of termination of employment if the deficiencies are not corrected.

FURLOUGH/HOME VISIT/WORK/STUDY PROGRAM

A fair share 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 certain employment sites for institutional work release programs, 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 1991, the Bureau of Parole received 3,572 requests for investigations of destinations proposed for escorted/unescorted furloughs from adult institutions. 2,960 investigations were completed. In addition, 13 district coordinators initiated 598 routine contacts with residences of furloughees or with law enforcement agencies as follow up investigatory efforts.

Juvenile Home Visits: During Fiscal Year 1991, the Bureau of Parole received 271 requests for investigations of destinations proposed for escorted and unescorted juvenile home visits. 299 were completed consisting of 273 approvals and 26 disapprovals. The 13 district offices also initiated 59 routine contacts with law enforcement agencies subsequent to the initial investigation.

All of the above activity in both the adult and juvenile programs involved driving a total of 37,729 miles and spending a total of 6,102 hours on furlough/home visit related work.

The following table provides a distribution of the Fiscal 1990 furlough/home visit related investigatory efforts by district offices:

<u>District Parole Office No.</u>	<u>Requested/Completed/Disapproved</u>		
1	226	173	18
2	239	247	25
3	215	205	19
4	354	239	28
5	330	254	36
6	224	168	56
7	460	433	81
8	419	345	71
9	231	229	21
10	270	200	52
11	262	185	32
12	459	366	44
13	<u>313</u>	<u>288</u>	<u>66</u>
TOTAL	4002	3332	549

Work/Study Release: During the Fiscal Year 1991 with 13 district offices reporting, a total of 46 requests for investigation of work release were received. Thirty six investigations were completed consisting of 27 approvals and 9 disapprovals. The above activities required a total of 33 hours and 520 miles driven by parole staff.

As the number of State institutions and the inmate population increases, the number of furloughs and required investigations may increase, simply on the basis of comparable increase in the number of eligible inmates. 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.

INSTITUTIONAL PAROLE PROGRAM

Institutional Parole Offices located at the following institutions provided necessary services between the institution and field staff to affect a smooth reentry into the community by over 6,500 parolees during the past Fiscal 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.

	<u>Pre- Parole Interviews</u>	<u>Inmate Requested Interviews</u>	<u>Released On Parole</u>	<u>Parole Classes</u>	<u>Orientation Classes</u>
NJSP	1411	670	282	289	18
EJSP	1183	756	482	402	38
MSCF	574	851	334	311	5
BSP	1982	840	916	749	0
SSCF	1443	1162	504	689	2
RFSP	1317	1075	415	202	28
NSP	1157	490	445	487	48
EMCF	730	473	350	350	16
GSRCC	1236	453	544	190	40
AWYCF	1072	218	538	244	2
MYCF	1920	2151	1102	133	45
NJTS	931	410	405	118	179
LMTS	<u>695</u>	<u>100</u>	<u>221</u>	<u>92</u>	<u>473</u>
Totals	<u>15651</u>	<u>9649</u>	<u>6538</u>	<u>4256</u>	<u>894</u>

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

<u>District Office</u>	<u>Preparole Interviews</u>	<u>Parole Releases</u>
DO #1	1157	594
DO #2	1031	932
DO #3	210	141
DO #4	354	305
DO #5	320	329
DO #6	748	540
DO #7	763	620
DO #8	1151	834
DO #9	0	277
DO #10	1558	853
DO #11	738	329
DO #12	1551	1024
DO #13	<u>660</u>	<u>550</u>
TOTAL	10241	7328

TEAM SUPERVISION

Team membership does not lessen a parole officer's individual caseload responsibilities. It does make his particular expertise - and that of other team members - available to the aggregate caseload. As of June 30, 1991, the districts reported the following team involvement:

- DO #1 - No longer operational.
- DO #2 - Two teams of seven each.
- DO #3 - No longer operational.
- DO #4 - No longer operational.
- DO #5 - No longer operational.
- DO #6 - Two teams of four and eight.
- DO #7 - Two teams of six and one team of five.
- DO #8 - One team of four.
- DO #9 - Two teams of four each.
- DO #10 - One team of ten.
- DO #11 - Three teams of six, five and four.
- DO #12 - No longer operational.
- DO #13 - No longer operational.

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

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

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

PAROLEE EARNINGS (Calendar 1990)

The Report of Parolee Earnings was compiled for Calendar Year 1990. It revealed that there were 22,157 parolees under supervision in New Jersey during that year and they earned a grand total of \$61,360,280. 39% of all parolees were employed, 41% were unemployed, and 20% were unemployable. Four years earlier as a result of the 1986 tally, there were 16,892 parolees under supervision in New Jersey and they had earned \$61,128,616. At that time, 50% were employed, 30% unemployed and 20% unemployable. Figures compiled for Calendar Year 1990 reflect the fact that the parolees surveyed were under supervision for shorter periods of time as compared to 1986. Further, the nature of the economy during 1990 as compared to 1986 may have had a significant impact on the employment rate and the grand total of earnings. Excluded from any factoring in these reports are those for whom the Bureau is responsible solely for the collection of revenue. In 1990, this amounted to 6,394 cases.

The report continues under review relative to content and timing. The latest document was produced via personal computer which allowed for the promulgation of graphs and charts not previously included. Perhaps every five years might be an appropriate time sequence for the publication of such a report.

TRAINING

Orientation and On-the-Job Training: 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. Then the officer is required to accompany experienced staff into the field for introduction to other agencies and the district caseload. The observations of the field officers daily activities is followed by 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.

The bureau's district revenue coordinators attend quarterly training meetings at Central Office. Presentations are made by persons from other agencies involved in the collection and/or disbursement of funds. Central Office Revenue Unit staff provide ongoing collection and bookkeeping training to district staff.

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 those 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.

Basic Training Curriculum Development: The Curriculum Development Committee has assumed a monumental task in devising a basic training manual to be used in presenting Bureau philosophy, operations, responsibilities and other essential matters to newly assigned trainees. The committee, in close conjunction with the Correction Officers Training Academy (C.O.T.A.) Training Standards Unit staff, has submitted a proposed curriculum for review and approval. Approval has been given to all but one instructional unit which is currently under revision. The remaining portion is in the process of being reformat-
ted to comply with Police Training Commission (P.T.C.) guidelines. Work has also begun on the development of test questions for the approved sections.

Other Training Activities: Various personnel attended the following training:

Annual Conference of the Middle Atlantic States Correctional Association

Annual Training Institute of the Volunteers in Courts and Correction

Annual Training Institute of the American Probation and Parole Association

Rutgers Summer School of Alcohol and Drug Studies

COTA training of Arrest Policy and Procedures, Liability, Handcuff Procedures and Unarmed Self-Defense

Methods of Instruction for Police Training Commission instructor certification

Opportunities and Pitfalls of First Time Supervision

Staff Safety; and Defensive Tactics sessions given by the Delaware Valley Adult Probation and Parole Training Consortium

Employee Disciplinary Training

Aids Awareness

Orientation to the Developmentally Disabled Offenders Program

Introduction to WordStar

Time Keeping and Personnel Issues

Seminar on Sexual Abuse - "A Time to Heal"

Hunterdon Drug Awareness Program

The American Association on Mental Retardation Conference

Coping and Managing Stress

Cultural Sensitivity Workshop

14th Annual Summer Institute on Alcohol and Drug Dependence

4th Annual Symposium of Hispanics and Corrections

Consultation on Drugs presented by the Conference on Criminal Justice

"Child Abuse Prevention-Reaching the Professional"

Police/Security EXPO; Arrest, Search and Seizure, and Civil Liability

American Correctional Association Conferences

REVENUE COLLECTION PROGRAM

Revenue collection by the Bureau of Parole is authorized by statute. The Parole Act of 1979, subsequent statutory amendments, and 2C:46-4 allow the collection of certain revenues by the Bureau from both inmates, regardless of their location, and parolees.

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. Five dollars of each VCCB penalty is applied toward the Witness/Victim Advocacy Fund administered by the Division of Law. Penalty payments have first priority and all payments apply entirely to the penalty balance until paid off completely.

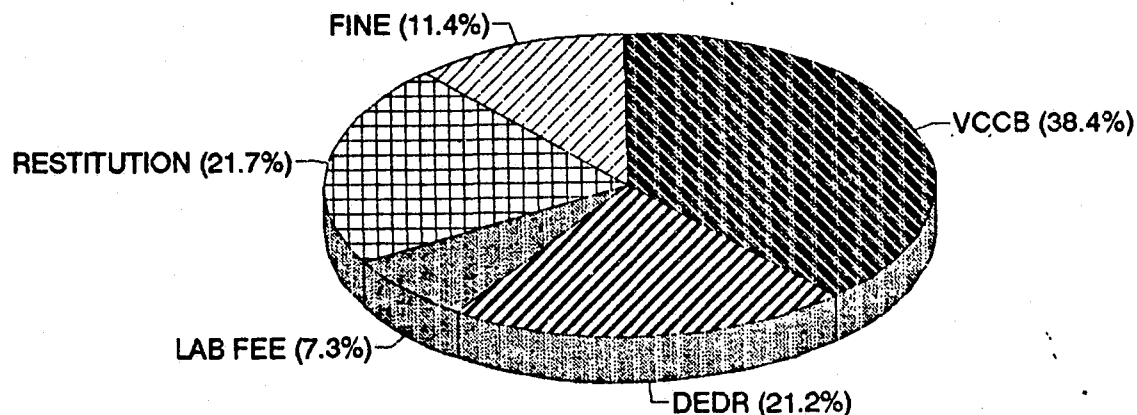
Forensic Laboratory Fees: In addition to any penalties and/or fines and restitutions, the courts, when disposing of charges attendant to the Drug Reform Act of 1986 must assess a criminal laboratory analysis fee of \$50 for each offense for which convicted. Forensic Laboratory Fees, which have second priority in that the VCCB penalty assessment, 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 may 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.

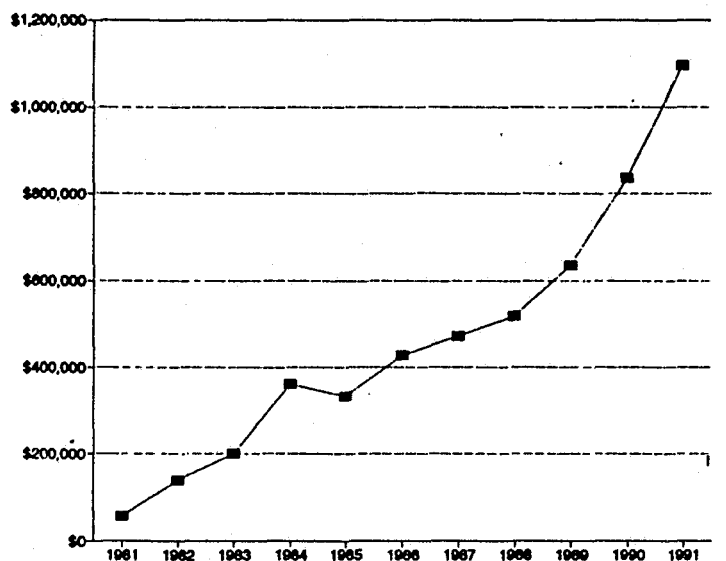
ALLOCATION OF TOTAL AMOUNT COLLECTED DURING FISCAL YEAR 1991



Revenue Collection: The Central Office Revenue Unit reports the following collections by the Bureau for Fiscal Year 1991.

DISTRICT	VCCB PENALTY	FORENSIC LAB FEE	DEDR PENALTY	RESTITUTION	FINE	TOTAL
1	\$ 30,251	\$ 6,100	\$ 13,177	\$ 10,656	\$ 7,585	\$ 67,769
2	13,475	1,950	4,063	19,812	9,809	49,109
3	20,504	4,125	22,018	8,651	13,191	68,489
4	17,527	4,752	9,236	2,078	14,747	48,340
5	26,583	4,670	25,605	7,710	14,558	79,126
6	20,085	2,863	14,889	6,478	7,780	52,095
7	21,899	4,472	13,587	3,139	1,858	44,955
8	29,568	5,884	23,824	13,356	9,163	81,795
9	12,233	1,723	5,266	1,300	1,385	21,907
10	25,756	3,784	15,868	9,997	3,441	58,846
11	25,936	5,049	27,920	14,973	28,545	102,423
12	33,053	10,314	18,022	9,810	5,586	76,785
13	13,521	2,596	4,931	1,657	1,383	24,088
CORU	130,476	21,982	33,400	127,534	5,904	319,296
TOTAL	\$420,867	\$ 80,264	\$231,806	\$237,151	\$124,935	\$1,095,023

This is the first year that over one million dollars has been collected. The following depicts the annual total collection for each year since the inception of the Bureau's revenue collection program.



By statute, the Bureau of Parole is mandated to collect the aforementioned five(5) categories of court imposed revenue obligations from all New Jersey inmates and parolees who were sentenced to the custody of the Commissioner of Corrections or whose sentences aggregated to a State sentence (365 days or more - excluding "County" sentences of up to 18 months to be specifically served in County "workhouses" or "penitentiaries."

Also, as per Bureau policy, transfers of revenue account balances are accepted from County Probation Departments after a probationer under their supervision receives a State sentence.

Collections are made from inmates largely by Department of Corrections deductions of inmate wages as per the authorization of statutes dealing with deductions from inmate institutional and work release wages.

Collections are made from parolees by the District Offices by requiring parolees to maintain a schedule of payments based on their realistic ability to pay. Revenue adjustment sessions and Probable Cause Hearings (part of the parole revocation process) are held for parolees who fail to maintain their schedule of payments.

All inmates/parolees who have reached the maximum date of their sentence (x-max) still owing revenue continue to be supervised by the Bureau of Parole as Recorded Revenue cases. Their debt may be referred to the Attorney General for collection if they have a source of income and/or assets and a known address.

The total number of bureau open revenue accounts at the end of the fiscal year was 33,241. A breakdown of the bureau open revenue accounts by categories of collection is as follows: 17,760 VCCB penalty, 4,582 forensic lab fee, 5,551 DEDR penalty, 5,348 restitution and fine. One or more revenue accounts (ledger cards) have been opened for each inmate or parolee revenue case from the five categories of collection; VCCB Penalty, Forensic Lab Fee, Mandatory Drug Enforcement and Demand Reduction Penalty, Restitution and Fine.

The total known accounts receivable for the Bureau at the end of the fiscal year was \$29,681,393.00. This amount is broken down as follows:

DO #1	\$5,235,428.00	DO #8	\$2,851,497.00
DO #2	\$1,272,486.00	DO #9	\$ 736,970.00
DO #3	\$1,910,395.00	DO #10	\$1,109,903.00
DO #4	\$1,780,823.00	DO #11	\$2,601,280.00
DO #5	\$2,226,371.00	DO #12	\$2,123,706.00
DO #6	\$2,312,471.00	DO #13	\$1,121,934.00
DO #7	\$ 302,689.00	CORU	\$4,095,440.00

Case referrals to the Office of the Attorney General are made for individuals whose time portion of their sentence has expired but still owe revenue and are not making scheduled payments. The Attorney General will bring suit or any such action as is deemed appropriate to effect collection.

Sixteen referrals were made during this fiscal year as follows:

<u>District Office #</u>	<u>Number Of Referrals</u>
1.....	1
2.....	3
3.....	1
4.....	6
5.....	1
6.....	0
7.....	1
8.....	0
9.....	1
10.....	1
11.....	0
12.....	1
13.....	0

Bureau of Parole Total.....16

Large Revenue Recoveries: Through their efforts to demand payment from parolees delinquent in their revenue payments; contacts with attorneys representing parolees; and Attorney General Referrals the following Bureau Professional staff made outstanding revenue recoveries during Fiscal Year 1991:

	<u>Amount of Recovery</u>
1. Susanne Pavelec & John Saraceni CORU Supervisor Senior Parole Officer	\$122,458.00
2. David Yetter Senior Parole/Revenue Officer District Parole Office No. 11	\$ 11,330.00
3. Thomas Ridge Parole Officer District Parole Office No. 6	\$ 2,080.00
4. Chester Waleski Senior Parole /Revenue Officer District Parole Office No. 12	\$ 1,080.00
5. Margie Willis Parole Officer District Parole Office No. 11	\$ 7,000.00
6. Michael Johnson Parole Officer District Office No. 3	\$ 1,580.00

	<u>Amount of Recovery Con'd</u>
7. Barbara Eastman Parole Officer District Office No. 11	\$ 1,280.00
8. Leslie Golden Parole Officer District Office No. 2	\$ 1,000.00
9. Charles Binder Parole Officer District Office No. 4	\$ 1,500.00
10. Diana Farrell Senior Parole Officer District Office No. 3	\$ 990.00
11. Joseph Georgewitz Senior Parole/Revenue Officer District Office No. 2	\$ 988.00

Revenue Training: On 9/13/90; 12/6/90; 3/15/91; and 6/14/91 quarterly Revenue Officers' training sessions were held at Correction Officers Training Academy (COTA).

All thirteen (13) Districts were represented at these meetings at which Assistant Chief Victor R. D'Ilio and the CORU professional staff spoke on a variety of subjects including revenue probable cause hearings, attorney general referrals, correct accounting procedures; dealing with the victim-beneficiaries of restitution; collection of revenue from federal inmates; revenue OBCIS and NCIC computer use; and the current and future objectives of the Bureau's revenue program.

Guest speakers at these meetings were Daniel Hendi, Esq. Senior Deputy Counsel, Clients' Security Fund of the New Jersey Bar Association; Thomas Bartlett, Administrator, Intensive Supervision Program - Administrative Office of the Courts; Dennis Martin, Supervisor, Probation Services -Administrative Office of the Courts; Michele Munyon, Vice President, New Jersey National Bank - Consumer Banking Division; Thomas Keevey, Administrator, State Office of Victim -witness Advocacy; Dr. RaFaad Ahmad, M.D. Mercer County Medical Examiner; and Amedeo Gaglioti, Esq; Board Counsel; Violent Crime Compensation Board. All presentations were excellent and were well received by Bureau staff.

It is noted that, as a result of the training and reviews provided at these quarterly meetings, District Office journal pages are being submitted accurately; Attorney General referrals are being made; collections are now made through contacts with federal Case Managers; the victim - beneficiaries of restitution are being promptly assisted with their inquiries regarding collection of their restitution; and Bureau staff has a better understanding of the Bureau's relationship with other agencies who receive funds from the Bureau's revenue collection or provide the Bureau with the identities of victims to receive restitution. Additional quarterly meetings with guest speakers from agencies that are involved in the Bureau's revenue program are scheduled for Fiscal Year 1992.

SPECIAL PROGRAMS

At the close of the fiscal year, there were four (4) programs operating under the umbrella of Intensive Supervision Surveillance Programs (ISSP): (1) Intensive Supervision Surveillance Program (ISSP), (2) Intensive Supervision Surveillance Program/Home Confinement Program (ISSP/HCP), (3) Intensive Supervision Surveillance Program/Intensive Parole Drug Program (ISSP/IPDP), and Intensive Supervision Surveillance Program/Juvenile Aftercare Program (JAP). Senior Parole Officers are assigned to supervise the special caseloads since time and experience has provided them with needed expertise to meet the needs of the population supervised. Officers are instructed to attempt to control the behavior of the parolees or inmates assigned to them first through casework and, if necessary, through the removal of the inmate or parolee from the community. The programs facilitate community reintegration of offenders while assuring public safety through the violation process when appropriate. Parole officers provide direct counseling services where warranted and feasible. Otherwise, casework strategies entail referrals to appropriate public and private community resource agencies. It is incumbent on program staff to develop a network of appropriate law enforcement personnel in order to assist with the removal of violators from the community should that become necessary. The program emphasizes a proactive supervision stance. Officers develop case plans with concrete goals and objectives. Treatment plans are updated as needs dictate. The special programs are based upon the belief that smaller caseload size will enable parole officers to provide higher levels of service delivery and monitoring of parolee or inmate activity. Caseloads are limited ideally to 25 parolees and/or inmates. The three (3) programs are briefly described below.

Intensive Supervision Surveillance Program (ISSP)

The Intensive Supervision Surveillance Program became operational in June, 1986. The program was designed and developed in order to provide a particularly intensive level of supervision to certain parolees requiring special attention. The philosophical foundation of the program derives from the belief that at any given time there are a number of individuals incarcerated who could safely be paroled provided they participate in a highly structured program. Technical parole

violators are viewed seriously by program personnel. The spirit of the program is to consistently and swiftly address all violations either through modification of the parole treatment plan or through removal from the community.

Home Confinement Program (HCP)

The Home Confinement Program began in September, 1989. The eligible offender population for this program includes inmates and parolees. The ultimate goals of HCP are to enhance parolability of inmates, to reduce recidivism of parolees, and to protect public welfare. Depending on the case, HCP may be employed for punishment, deterrence (general or specific), decapacitation or intermediate punishment for technical parole violators to achieve behavioral change. When the HCP special condition is imposed, the Bureau employs a very restrictive and intensive form of community control and supervision. The HCP lends itself to a graduated sanctions approach to supervision.

Inmates assigned to the program are classified as minimum custody and are within 120 days of their date of parole. If an inmate assigned to the program violates a condition(s) of release, s/he is subject to disciplinary charges and is not entitled to the same amount of due process of law as is a parolee who violates the program.

Parolees assigned to the program have a proven track record for failure under traditional parole supervision. This population has had their parole revoked and is given a second chance at parole under the HCP. The level of due process afforded a parolee, while not as much as afforded ordinary citizens, is considerably more than is afforded to inmates who violate conditions of release.

Intensive Parole Drug Program (IPDP)

The Intensive Parole Drug Program began operation in March, 1991. The objective of this program is to reduce recidivism through the utilization of specially trained officers, electronic monitoring, if appropriate, and coordinating treatment with community based drug treatment programs.

Juvenile Aftercare Program (JAP)

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 counseling, utilization of vocational, educational and employment resources and residential living arrangements.

The philosophy underlying the Juvenile Aftercare Program is that smaller specialized 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, more intensive parole supervision and close monitoring of behavior once released to parole. The complete program is operational in five district offices.

Presentation of Data

At the end of fiscal year 1991, there were 1,067 (excluding JAP) offenders in the Intensive Supervision Surveillance Programs. Of this total, 40% were inmates in the ISSP/HCP, 2% were parolees in the ISSP/HCP, 21% were parolees or inmates assigned to the ISSP/IPDP with electronic monitoring required, .5% were parolees or inmates assigned to the ISSP/IPDP without the requirement of electronic monitoring, and 36.5% were parolees assigned to ISSP without electronic monitoring. Four hundred thirty-two (41%) of the program participants were employed 30 hours or more per week, 27 (2%) were in training 109 (10%) were receiving public assistance, 499 (47%) were unemployed. The total earnings was \$175,056.04 for the month of June, 1991. During the month of June, 1991, 1110 (excluding JAP) offenders were supervised in the ISSP. Of the total supervised, 32 (3%) incurred new arrests; there were 4 (.4%) Probable Cause Hearings (PCH) involving new criminal offenses; there were 29 (3%) PCHs for technical violations only; there were 50 (5%) returns for ISSP/HCP program violations; and there 20 (2%) ISSP/HCP administrative returns.

Data Analysis

The first six months of an inmates's release is the most critical time period in terms of the likelihood of return to criminal behavior. Given this fact, a good parole supervision strategy is to front load services. The ISSP is grounded in this basic philosophy of parole supervision. The major objective of the program has been to control risk while attempting to achieve long term behavioral reform of offenders. Nearly half the population supervised (43%) were employed 30 hours or more per week or in training. It should be noted that the data does not reflect the number of participants employed less than 30 hours per week (part-time). Of the participants supervised by ISSP, only 3% incurred new arrests. Of this 3%, 2% of the offenses committed were for indictable offenses and 1% was for non-indictable offenses. There was a total of 79 (8%) returns for program violations.

Conclusion

The fiscal efficacy of intensive supervision programs is apparent when assessed against more costly correctional alternatives. The programs have received wide support from government officials, Bureau staff and the public. The data confirms that ISSP is a safe and effective correctional alternative to offenders who would otherwise be incarcerated.

MISCELLANEOUS PROJECTS

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, 7, 9 and 13. The Parolee Employment Assistance Project is responsible for applicant screening, testing, job development and placement.

The Bureau continues participation in the Turrell Fund 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.

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

OFFICE OF INTERSTATE SERVICES

Formerly a part of the Bureau of Parole 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 on a New Jersey district office caseload which then becomes responsible for maintaining 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.

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 in serving 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 can 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.

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 have given us a total pool of 18 individuals serving from July 1990 through June 1991.

TWO YEAR COMPARISON - TYPES OF VOLUNTEERS

	<u>FY 90</u>	<u>FY 91</u>
Casework Aide	2	3
Parole Officer Aide	0	0
Professional Aide	0	0
Administrative Aide	0	0
Student Aide	<u>6</u>	<u>7</u>
Total	8	10

During the past year, three Bureau staff members, Maureen Halpin, Susanne Pavelec and Walter Tienken served (and continue to serve) on the Board of Directors of Volunteers in Courts and Corrections of New Jersey. Mrs. Pavelec currently serves as president. 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 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 to take the necessary actions in notifying the Office of Interstate Services and the district office involved of any "hits". Further, unit personnel directs that a notice to "clear" appropriate entries is forwarded and follows up to assure that the action is taken. 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 days 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.

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	1238
Cancellations	1166
Criminal Histories	7365
Modifications	911
Supplementals	1184
Inquiries	1384
Hit Notifications	862
Triple III Raps	1083
Teletypes	22
Law Enforcement Inquiries	<u>1200</u>
Total	16415

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:

- ALCON Project of Newark
- Alliance of Information Referral Service of N.J.
- Asbury Park Drug Free Alliance
- Atlantic Mental Health Center
- Bergen County Detectives Group
- Bloomfield College
- Burlington County Detectives Association
- Choices, Inc. (substance abuse treatment center)
- Criminal Disposition Committee
- Criminal Justice Committee of the Presbytery of the Palisades
- Elizabeth General Medical Center

Essex County Boys and Girls Club
 Essex County Detectives Association
 Genesis Program of Union County
 Hamilton Township Detectives Association
 Hampton Hospital Outreach Program (substance abuse treatment center)
 Hispanic Information Center of Passaic, Inc.
 HOPE for Ex-Offenders
 Hunterdon County Investigators Association
 Integrity, Inc.
 Juvenile Conference Committee of Red Bank
 Matawan Rotary Club
 Mercer County Youth Services Commission
 Mid-Monmouth Detectives Association
 Monmouth County Juvenile Conference Committee
 Monmouth/Ocean County Intelligence Bureau
 Morris County Community Corrections Board
 Morrow Project
 Mutual Benefit Life Association
 National Council on Crime and Delinquency
 National Drug Research Institute
 New Beginnings
 New Brunswick Leadership Institute
 New Horizons (substance abuse treatment center)
 New Jersey American Correctional Association
 New Jersey Mental Health Association
 New Jersey Shore Medical Center
 Newark Rotary International
 Newark Zoning Board
 North Brunswick/Milltown Kiwanis Club
 N.J. Criminal Justice Network
 Offender Aid and Restoration
 Passaic County Crime Clinic
 Passaic County Police Academy
 Passaic Valley/Northern Valley Detective Group
 PROCEED (substance abuse treatment center)
 Puerto Rican Committee Association
 RAFT, East Orange General Hospital
 Rutgers University
 Salvation Army
 SHARE (Self Help and Resource Exchange)
 St. Lucy's Shelter, Jersey City
 The Bayshore Youth and Family Services
 The Center of Love (A drug and alcohol counseling center)
 The Delaware Valley Law Enforcement Association
 The Federal Drug Enforcement Agency
 The National Council of Alcoholism
 The New Will Drug Treatment Center
 The Newark Branch of the NAACP
 The Newark Community Project for People with AIDS
 The North Ward Cultural Center of Newark
 The Northwest New Jersey Detectives Association
 The Offender Aid and Restoration of Essex County (OAR)
 The Union County Investigators Association

Trenton Lodge B-Nai-Brith
Tri-State Investigators Association
Union County Municipal Investigators Association
Vocational Service Center of Woodbury
Volunteers in Courts and Corrections of New Jersey
Volunteers of America
Youth Services Advisory Council of Burlington County

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

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

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

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

District Office No. 3's P.O. Michael Johnson continues as a member of the Board of Trustees for the Center of Love, a drug and alcohol counseling center. P.O. Michael Johnson also received a community humanitarian service award at their eleventh anniversary dinner.

District Office No. 3's Sr. P.O. Alexander Domorski is a member of the Professional Advisory Committee for the Bayshore Youth and Family Services.

District Office No. 3's P.O. George Kary continues as a member of the Asbury Park Drug Free Alliance.

District Office No. 6's Sr. P.O. John Swayser and P.O. Jancine Knecht are affiliated with the Delaware Valley Law Enforcement Association. Sr. P.O. John Swayser is the treasurer.

District Office No. 12's Sr. P.O. James Erdmann continues as president of HOPE for Ex-Offenders.

District Office No. 13's Sr. P.O. Leslie Couillard continues to serve on the Board of Directors of the Mental Health Association in Passaic County and the New Jersey Mental Health Association. He also continues to serve on the Advisory Board of the ALCON Project of Newark.

District Office No. 13's P.O. Eve Reese-Washington serves as the District's liaison to DYFS.

District Office No. 13's Sr. P.O. Michael Bernal serves on the Board of Directors of the Hispanic Information Center of Passaic, Inc. He also serves on the Advisory Board of Joint Connections.

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.

A responsibility of the Bureau of Parole, but not included in the reported statistical figures are inmates. The Bureau is responsible for the supervision and monitoring of all state sentenced inmates while in the Electronic Monitoring Home Confinement Program. Also, the Bureau is responsible for monitoring certain inmates while on furlough and/or work release. Additionally, the Bureau is responsible for collection of court imposed penalties, fines and restitution from all state sentenced inmates regardless of location.

CASELOADS (See Table 1)

On June 30, 1991, the Bureau of Parole district offices were responsible for the supervision of 25,001 cases which included 8089 cases being supervised for revenue collection activity only. During the fiscal year, 36,329 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 Table 2)

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 manual record keeping process includes cases transferred between districts which might somewhat inflate that denominator. Further, 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. However, cases who are recommitted from a revenue only responsibility status are included with commitment numbers but not in the total caseload by which these recidivism rates are computed. 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 number and type of parole conditions. It 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 1990-1991 fiscal year totaled 12.8% of the Bureau's caseload excluding revenue only cases. The court commitment/recommit equaled 4% while the technical violation rate equaled 8.8% of the total rate cited above. These figures cannot be compared to years prior to last year as revenue only cases were included in the base figures. The recommitment rate increased slightly and the technical violation return rate decreased slightly for an overall decrease of .6%.

MISSING CASES (See Table 3)

The percentage of missing cases, in relation to total Bureau caseload, totaled 9.2%. The percentage of missing cases this fiscal year represents an insignificant change from last year (9.0% compared to 9.2%).

SUPERVISION (See Table 4)

In the course of supervising the Bureau's caseload during Fiscal 1991, Bureau field staff made a grand total of 380,265 contacts. An additional 48,889 investigation contacts were made. State vehicles assigned to districts were driven a total of 1,367,503 miles. A total of 218,224 hours of the officer's time was 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.

TABLE #1

TOTAL CASES UNDER SUPERVISION - FISCAL YEAR 1990 - 1991 (By Commitment Type)

COMMITMENT TYPE	Under Super- vision 7/1/90	*Total Cases Added	*Total No. Super- vised 1990-91	*Total Cases Dropped	Under Super- vision 6/30/91
Juvenile Females	40	24	64	14	50
Adult Females	1032	623	1655	337	1318
Out-of-State Females	51	43	94	28	66
County Females	202	528	730	509	221
Juvenile Males	1145	805	1950	682	1268
Youth Males	4045	1472	5517	1379	4138
Adult Males	12321	7692	20013	4337	15676
Sex Offender (Diagnostic Center)	135	40	175	49	126
Out-of-State Males	705	374	1079	370	709
County Males	1442	3610	5052	3623	1429
TOTAL	21118	15211	36329	11328	25001

CATEGORIES					
Under Supervision (1990)	21118				
Total Cases Added *		15211			
Total Number Supervised			36329		
Total Cases Dropped *				11328	
Under Supervision (1991)					25001

* Figures include cases involving transfers between districts.

Figures include revenue only cases; but do not include inmates under supervision in the Electronic Monitoring Home Confinement Program.

TABLE #2

NUMBER AND PERCENTAGE OF RETURNS TO INSTITUTIONS
 BASED ON TOTAL NUMBER SUPERVISED
 BY DISTRICT
 1990-1991

Districts	Total Number Supervised During Year*	NUMBER AND PERCENT OF VIOLATORS				TOTAL	
		Committed or Recommited		Returned as Technical Violators		Number	Percent
		Number	Percent	Number	Percent		
1. Clifton	2630	164	6.2%	142	5.4%	306	11.6%
2. East Orange	2063	52	2.5%	89	4.3%	141	6.8%
3. Red Bank	1554	42	2.7%	176	11.3%	218	14.0%
4. Jersey City	2613	116	4.4%	293	11.2%	409	15.7%
5. Elizabeth	1866	73	3.9%	208	11.1%	281	15.1%
6. Trenton	2568	30	1.2%	214	8.3%	244	9.5%
7. Camden	2862	105	3.7%	409	14.3%	514	18.0%
8. Atlantic City	2473	63	2.5%	269	10.9%	332	13.4%
9. Newark-East	1390	38	2.7%	59	4.2%	97	7.0%
10. Vineland	1820	35	1.9%	240	13.2%	275	15.1%
11. New Brunswick	1615	94	5.8%	93	5.8%	187	11.6%
12. Paterson	2780	206	7.4%	158	5.7%	364	13.1%
13. Newark-West	2006	107	5.3%	138	6.9%	245	12.2%
TOTAL	28240	1125	4.0%	2488	8.8%	3613	12.8%

*Revenue only cases are not included.

TABLE #3

RECORD OF MISSING CASES
BY DISTRICT
1990-1991

Districts	*Caseload on 6/30/91	Missing as of 6/30/90	Became Missing Between 7/1/90 and 6/30/91	Total Missing	Accounted for Between 7/1/90 and 6/30/91	Total Missing 6/30/91	Net Change	Percent of Missing in Relation to Caseload on 6/30/91
1. Clifton	1495	93	118	211	116	95	2	6.4%
2. East Orange	1173	36	49	85	20	65	29	5.5%
3. Red Bank	986	63	79	142	61	81	18	8.2%
4. Jersey City	1579	195	273	468	237	231	36	14.6%
5. Elizabeth	1112	130	113	243	140	103	-27	9.3%
6. Trenton	1684	158	66	224	56	168	10	10.0%
7. Camden	1588	122	164	286	93	193	71	12.2%
8. Atlantic City	1341	72	110	182	91	91	19	6.8%
9. Newark-East	974	82	71	153	33	120	38	12.3%
10. Vineland	1059	85	128	213	107	106	21	10.0%
11. New Brunswick	983	64	44	108	56	52	-12	5.3%
12. Paterson	1738	101	166	267	149	118	17	6.8%
13. Newark-West	1200	135	130	265	125	140	5	11.7%
TOTAL	16912	1336	1511	2847	1284	1563	227	9.2%

*Revenue only cases are not included

TABLE #4

SUMMARY OF DAILY RECORDS OF ACTIVITIES
1990 - 1991

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	TR	TS	OFFICE	FIELD	STATE	PER- SONAL				
DO #1	6702	409	7963	3816	8733	14	110	80	18176	16121	2213	1917	1084	1609	2862	1459	481	10	108	298	15958	13890	125685	786				
DO #2	2590	84	4579	2388	8776	33	62	38	11489	8393	1052	923	745	925	887	881	532	2	104	373	17130	13701	40227	4149				
DO #3	8778	533	7298	3147	9714	25	140	92	19091	17616	1628	2216	629	1535	1676	1002	273	16	104	231	23760	33666	110976	440				
DO #4	6892	191	3730	1510	13284	10	360	132	20055	13327	2204	1969	635	2419	2294	1874	606	4	70	7	33069	7604	85488	641				
DO #5	5821	262	7630	1853	8494	35	156	65	15049	14514	1421	3159	1909	1524	1933	1284	287	3	103	281	42519	39351	78918	770				
DO #6	6991	458	6152	3265	12554	11	180	98	18427	13624	2296	2572	796	1427	2109	1528	26	37	142	432	15885	11350	83095	0				
DO #7	8788	436	16029	6424	25178	15	387	196	33687	29377	3674	6795	1164	2421	3262	2250	962	4	99	561	17681	13989	127938	0				
DO #8	10651	571	7994	3795	15743	31	307	84	20157	19646	3079	2563	1233	2046	2937	2488	711	4	220	782	41686	28331	172145	330				
DO #9	2407	405	6769	2424	6929	97	131	63	11410	8752	1127	1735	1848	1280	1357	922	108	0	84	184	15053	8614	46934	0				
DO #10	10142	7565	2455	3932	7348	5	296	68	18118	21853	2718	1428	535	1639	3028	1566	751	31	96	379	48311	17974	185178	4				
DO #11	5347	293	5512	1927	7775	2	86	54	14848	14124	2242	2510	628	1238	2030	1022	607	40	115	334	28459	8665	93226	1157				
DO #12	8256	1001	7702	3702	12972	81	126	86	25655	20764	3351	5696	1167	2393	3289	2494	191	17	96	452	31000	14951	166490	14097				
DO #13	5066	170	4116	1978	9732	24	263	91	14299	10475	972	1980	1053	1129	1427	1673	511	3	150	496	16766	6138	52203	365				
TOTAL	88431	12378	87929	40161	147232	383	2604	1147	240461	208586	27977	35463	13426	21585	29091	20443	6046	171	1491	4810	347277	218224	1367503	22739				
GRAND TOTAL	380,265								477,024			48,889		50,676		26,489		6,472			565,501		1,390,242					

Legend:

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

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

(3) P - Positive Contact
 N - Negative Contact

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

(5) PP - Preparole Report
 SR - Special Report

(6) DR - Discharge Summary
 TR - Transfer Summary
 TS - Termination Summary

APPENDIX - CASELOAD SURVEY

The following represents the Bureau's initial attempts to analyze its caseload and compare results with activities.

The survey was developed by Executive Assistant Cynthia Simmons and distributed to district supervisors in order to collect data for the month of May 1991. Once received, Ms. Simmons compiled the data collected which is presented herewith.

Bearing in mind that this is the Bureau's first venture into this type of activity and that the data was gathered and compiled manually despite caseload vacancies and staff shortages, the material is presented acknowledging that there may be a significant margin of error but that the reader will have a more comprehensive realization of Bureau supervision efforts during the course of a given month.

We acknowledge Ms. Simmons efforts in this initial analysis.

CASELOAD SURVEY

REPORT BY: DISTRICT OFFICES 1-13 & CORU

MONTH OF: MAY 1991

Section I

KEY:

SPOP = New Jersey Case Residing Out of State
 Recorded Revenue = No Time Owed Money Owed Only
 General Supervision = All Cases Except Recorded Revenue and SPOP & the Specialty Caseloads
 Specialty Caseloads = Intensive Supervision Surveillance Program (ISSP), Intensive Parole
 Drug Program (IPDP), Electronic Monitoring Home Confinement Program (EMHCP)
 & Juvenile Aftercare Program (JAP)
 SA = Substance Abuse
 MHC = Mental Health Counseling
 EOM = End of Month
 Commit = Commitment
 SSI = Social Security Income
 CORU = Central Office Revenue Unit
 DO = District Office
 PV = Parole Violation
 PA = Public Assistance

PAROLEES	RECORDED		
GENERAL	REVENUE	SPOP	
SUPERVISION	ONLY	ONLY	TOTAL

Total Under Supervision at Beginning
 of Month (From C-17):

15,111	7,727	1,296	24,134
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New Cases Assigned for the Month
 (Totals from C-17):

1,062	204	32	1,298
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Total Removed from Supervision during
 the Month (Totals from C-17):

861	165	36	1,062
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Total Under Supervision at the End
 of the Month (Totals from C-17):

15,312	7,909	1,292	24,513
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Net Gain/Loss:

201	39	(4)	236
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Removed from Supervision

	PAROLEES GENERAL SUPERVISION	RECORDED REVENUE ONLY	SPOP ONLY	TOTAL
Recommitment:	43	114	2	159
Violator:	281	0	1	282
Max or Paid Revenue:	362	24	22	408
Discharge from Parole:	70	10	6	86
Transfer:	94	13	5	112
Recall:	1	0	0	1
Death:	10	4	0	14

Section IITotal Under Supervision at the End of the Month

NOTE: SPECIALTY CASELOAD COUNT IS IN SECTION III

	PAROLEES GENERAL SUPERVISION	RECORDED REVENUE ONLY	SPOP ONLY	TOTAL
District Office 1:	1,244	811	216	2,271
District Office 2:	1,161	618	28	1,807
District Office 3:	983	415	0	1,398
District Office 4:	1,487	622	68	2,177
District Office 5:	983	458	101	1,542
District Office 6:	1,350	745	124	2,219

<i>PAROLEES GENERAL SUPERVISION</i>	<i>RECORDED REVENUE ONLY</i>	<i>SPOP ONLY</i>	<i>TOTAL</i>
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District Office 7:

1,448	614	135	2,197
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District Office 8:

1,181	685	144	2,010
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District Office 9:

902	612	39	1,553
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District Office 10:

863	349	117	1,329
-----	-----	-----	-------

District Office 11:

880	584	123	1,587
-----	-----	-----	-------

District Office 12:

1,628	816	81	2,525
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District Office 13:

1,090	651	14	1,755
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CORU:

0	143	0	143
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Sub-Total Regular Caseloads:

15,200	8,123	1,190	24,513
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Section III

Specialty Caseloads Case Count Breakdown

NOTE: P-W EM = PAROLEES WITH ELECTRONIC MONITORING

P-W/O EM = PAROLEES WITHOUT ELECTRONIC MONITORING

SPECIALTY CASELOADS = ISSP, EMHCP, IPDP, JAP (SEE KEY)

District Office 1:

<i>INMATE</i>	<i>P-W EM</i>	<i>P-W/O EM</i>	<i>TOTAL</i>
69	0	11	80

District Office 2:

38	1	28	67
----	---	----	----

District Office 3:

36	1	39	76
----	---	----	----

District Office 4:

37	0	35	72
----	---	----	----

	<i>INMATE</i>	<i>P-W EM</i>	<i>P-W/0 EM</i>	<i>TOTAL</i>
District Office 5:	37	1	44	82
District Office 6:	25	1	36	62
District Office 7:	39	11	27	77
District Office 8:	28	1	22	51
District Office 9:	17	1	80	98
District Office 10:	26	1	32	59
District Office 11:	80	0	47	127
District Office 12:	55	0	44	99
District Office 13:	17	0	30	47
Sub-Total Specialty Caseloads:	504	18	475	997

Section IV

Total Parolees:	24,513
Total Inmates:	504
Grand Total:	25,017

Section V

ABSCONDERS

PAROLEES
GENERAL
SUPERVISION

Number of Absconders on Bureau
Case Count EOM:

1,188

Number Absconding from Bureau
During Month:

236

ABSCONDERS APPREHENDED/LOCATED

(1) Arrested with New Charges Pending:

119

(2) Arrested for PV Only:

109

(3) Located Without an Arrest:

14

Total Absconders Apprehended/Located During the Month:

242

**PAROLEES
GENERAL
SUPERVISION**

**Parolee Arrests for
Non-Indictable Offenses:**

236

**Parolee Arrests for
Indictable Offenses:**

347

**Parolee Arrests for Technical
Parole Violations (May be an
Added Charge to Above Arrests):**

184

Total New Parolee Arrests:

767

**Number of Parolees Arrested by
Parole Staff Only:**

111

**Number of Parolees Arrested by
Other Law Enforcement Agencies:**

580

Total Parolees Arrested:

691

**Number of PCHs Attended
by Parole Officer(s):**

311

**Number of FRHs Attended
by Parole Officer(s):**

130

Total Hearings Attended:

441

Section VI**PAROLEES
GENERAL
SUPERVISION**

**Number Finding Employment
During the Month:**

858

**Number Actually Working
During the Month:**

5,851

Number Employed at End of Month(EOM):

5,897

**Number Entering Training/School
During the Month:**

169

**Number in School/
Training at EOM:**

225

**Total Employed and/or in School/
Training at the End of the Month:**

6,122

Total Earnings During the Month:

\$4,497,252.10

**Number Successful Completions of School or
Training Program During the Month:**

24

**Unemployed, not in School or Training
at the End of the Month:**

5,474

Receiving Public Assistance (PA) at EOM:

990

Receiving SSI at EOM:

333

Receiving Unearned Income at EOM:

787

**Total Receiving Pa/SSI/Unearned Income
at the End of the Month:**

2,110

Section VII

DRUG SCREENS

*PAROLEES
GENERAL
SUPERVISION*

(1) Number of Drug Screens Negative:

1,623

(2) Number of Drug Screens Positive:

651

Total Results Received:

2,274

Total Urine Samples Taken During the Month:

2,891

ALCOHOL SCREENS

(1) Number of Alcohol Tests Negative:

62

(2) Number of Alcohol Tests Positive:

5

Total Results Received:

67

Total Alcohol Screens Taken During the Month:

76

PROGRAM ATTENDANCE AT END OF MONTH:

Number in Out-Patient Substance

Abuse Counseling (Alcohol/Drugs):

4,111

Number in In-Patient Substance

Abuse Counseling (Alcohol/Drugs):

172

Total in Substance Abuse Treatment:

4,283

**PAROLEES
GENERAL
SUPERVISION**

Number in Mental Health Counseling (MHC) at EOM:

595

**Total Attending Substance Abuse (SA)/MHC
Programs At the End of the Month:**

4,878

**Number of Successful Completions of Out-Patient
Substance Abuse Counseling During the Month:**

161

**Number of Successful Completions of In-Patient
Substance Abuse Counseling During the Month:**

23

**Total Successful Completions of Substance
Abuse Counseling During the Month:**

184

**Number of Successful Completions
of MHC During the Month:**

24

**Total Successful Completions of
SA/MHC During the Month:**

208

Section VIII

	STATE COMMIT	COUNTY COMMIT	TOTAL
Number of Pre-Parole Investigations Received:	1,599	549	2,148
Number of County Jail Pre-Parole Interviews Completed for Plans & Releases:	369	558	927
Number of Pre-Parole Investigations Completed:	1,419	493	1,912

Section IX

District Office Total of Revenue Owed:	\$24,899,048.82
District Office Total of Revenue Collected:	\$63,445.67

Section X

Submitted By: Cynthia Simmons
Executive Assistant