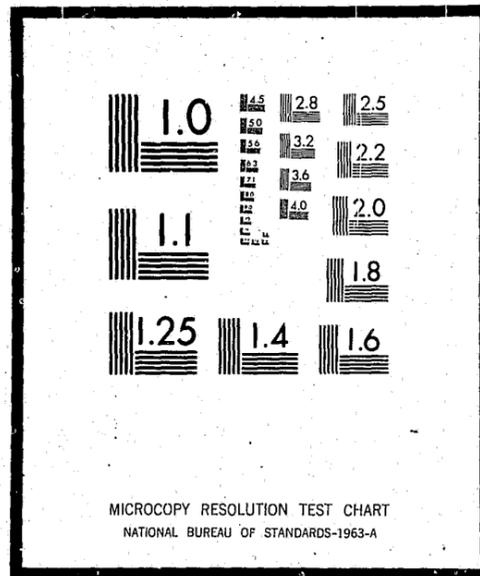


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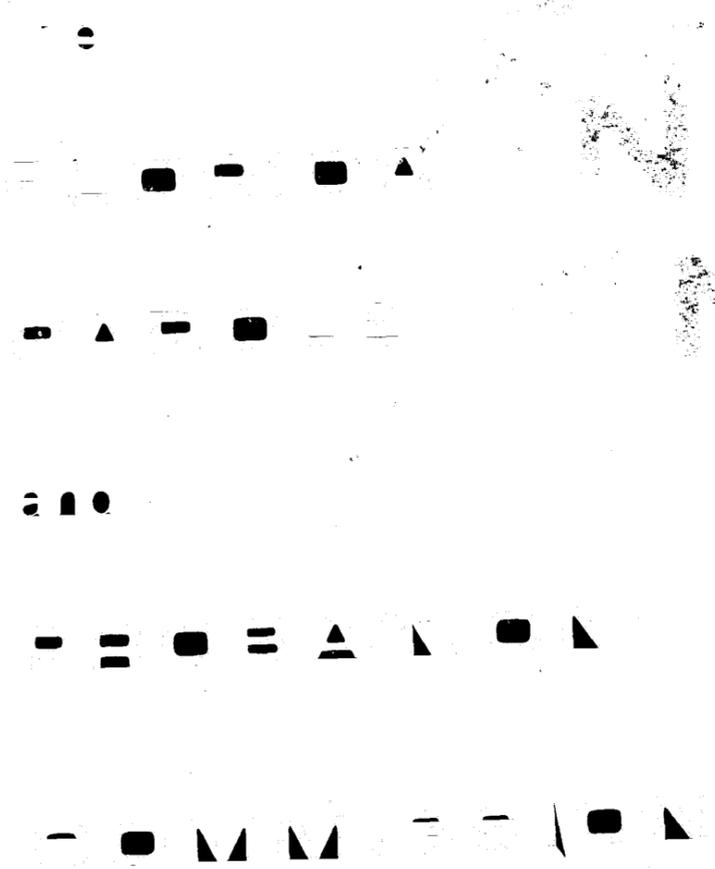
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U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

Date filmed

1/29/76

16437



NOTICE OF CORRECTIONS

Florida Parole and Probation Commission
34th Annual Report

Page 2

Paragraph 4 - fifth line, should read:
...This represents a 255 percent increase.

Paragraph 5 - fourth line, should read:
...109 percent increase.

Paragraph 6 - fifth line, should read:
...This represents an increase of 325 percent.

Paragraph 7 - fourth line, should read:
...This represents a 430 percent increase.

Page 7

Correspondingly, Paragraph 2 - second line,
should read:
...by more than 255% in the past four
years.

Page 14

Last line of footnote below chart should read:
...almost a 455 percent increase....

Page 18

Base line on graph represents fiscal years
1965 to 1974.

Trend line on graph for base year 1972
should correspond with data.

Page 30

Investigative Production Chart should have
notation: "unaudited."

~~A NEW LOOK~~

~~PAROLE~~

~~AND~~

~~PROBATION~~

FLORIDA-PAROLE AND PROBATION
COMMISSION

~~34th~~ Annual Report June 30, 1974



DOYLE E. CONNER
Comm. of Agriculture



ROBERT L. SHEVIN
Attorney General



RICHARD STONE
Secretary of State



REUBIN O'D. ASKEW
Governor



THE GOVERNOR AND THE CABINET



RALPH D. TURLINGTON
Comm. of Education



FRED O. DICKINSON, JR.
State Comptroller



THOMAS O'MALLEY, JR.
State Treasurer



PAUL MURCHEK
Director

COMMISSIONERS
RAY E. HOWARD
Chairman
ARMOND R. CROSS
J. HOPPS BARKER
CALE R. KELLER
ROY W. RUSSELL

FLORIDA PAROLE AND PROBATION COMMISSION

P. O. BOX 3168 1117 THOMASVILLE ROAD
TALLAHASSEE, FLORIDA 32303

December 30, 1974

*The Governor and
Members of the Cabinet*

RE: Parole and Probation

Gentlemen:

It is with a great deal of pride in this agency's accomplishments, but with considerable humility caused by frustration and uncertainties regarding our inability to provide needed services, that we provide you with the 34th Annual Report of the Florida Parole and Probation Commission.

Although we are making considerable headway in implementing the provisions and intent of the Florida Correctional Act of 1974, the field staff is continuing to be burdened with caseloads which are almost tripled the size of those recommended by National Professional Standards.

The Commission has successfully launched several Pre-Trial Intervention Programs and is establishing a statewide network of Probationer Residence Centers both of which provide alternative programs to imprisonment for the courts. We are also in the process of implementing Structured Treatment Programming on a statewide basis which will add structure to the existing programs.

These and other progressive programs have a great deal of potential. However, unless we can provide the field officer "on the street" with caseloads of a manageable size we not only fail to realize the program potentials, but seriously jeopardize the safety and welfare of the community.

We solicit your help and assistance and that of the Legislature in upgrading the services of the parole and probation system to adequately provide for the people of this state.

Sincerely yours,

Ray E. Howard
Chairman

Florida Parole and Probation Commission



ARMOND R. CROSS
Commissioner



RAY E. HOWARD
Chairman



J. HOPPS BARKER
Commissioner



ROY W. RUSSELL
Commissioner

THE PAROLE AND PROBATION COMMISSION strives to provide a service delivery system which incorporates all available rehabilitation resources to impact upon the effective reintegration, resocialization and decriminalization of the offender.

THE COMMISSION is dedicated to protecting society by reducing prison commitments and returning offenders to their communities as quickly as possible without seriously jeopardizing the safety of society and...with the conviction that structured community supervisory programming offers the best hope for productive and lasting rehabilitation.



CALE R. KELLER
Commissioner



PAUL MURCHEK
Director



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A DECLARATION OF THE PRINCIPLES OF PAROLE

We, THE DELEGATES TO THE NATIONAL PAROLE CONFERENCE, ASSEMBLED AT THE REQUEST OF THE PRESIDENT OF THE UNITED STATES, AND REPRESENTING THE GOVERNORS OF THE SEVERAL STATES, THE JUDICIARY, FEDERAL, STATE, AND MUNICIPAL LAW ENFORCEMENT OFFICIALS, THE CHURCH, THE COMMUNITY, AND THE VARIOUS PENAL AND CORRECTIONAL SYSTEMS IN THE UNITED STATES,

Recognizing that

Practically all imprisoned offenders are by operation of law ultimately released, and that Parole, when properly administered and carefully distinguished from clemency, protects the public by maintaining control over offenders after they leave prison, do declare and affirm that

For Parole Fully To Achieve Its Purpose

I The paroling authority should be impartial, nonpolitical, professionally competent, and able to give the time necessary for full consideration of each case;

II The sentencing and parole laws should endow the paroling authority with broad discretion in determining the time and conditions of release;

III The paroling authority should have complete and reliable information concerning the prisoner, his background, and the situation which will confront him on his release;

IV The parole program of treatment and training should be an integral part of a system of criminal justice;

V The period of imprisonment should be used to prepare the individual vocationally, physically, mentally, and spiritually for return to society;

VI The community through its social agencies, public and private, and in cooperation with the parole service should accept the responsibility for

improving home and neighborhood conditions in preparation for the prisoner's release;

VII The paroled offender should be carefully supervised and promptly reimprisoned or otherwise disciplined if he does not demonstrate capacity and willingness to fulfill the obligations of a law-abiding citizen;

VIII The supervision of the paroled offender should be exercised by qualified persons trained and experienced in the task of guiding social readjustment;

IX The State should provide adequate financial support for a parole system, including sufficient personnel selected and retained in office upon the basis of merit;

X The public should recognize the necessity of giving the paroled offender a fair opportunity to earn an honest living and maintain self-respect to the end that he may be truly rehabilitated and the public adequately protected.

Revised April 18, 1959.

Frank Murphy
Frank Murphy
Attorney General of the United States
Chairman, The National Parole Conference.

Witness: *Harold M. Stephens*
Harold M. Stephens
Associate Justice, United States Court of Appeals
for the District of Columbia
Chairman, Committee on Principles.

PAROLE AND PROBATION: A TIGHTROPE

Florida's Parole and Probation Commission remains eternally balanced on a tightrope which demands that every reasonable effort be made to return rehabilitatable convicted felons to society as rapidly as possible--without substantial danger to the citizenry of the state.

It is a tightrope without end. On the one side is the public, ever fearful of the dangers of freeing a convicted criminal to function in the community. On the other hand there are the mounting pressures of increasing prison population and costs of detaining convicted felons. In many instances they are able and qualified to return to the free community and contribute toward supporting that community by paying their own way.

The tightrope becomes more difficult to traverse when operating funds are not available in sufficient amounts to provide adequate supervision by Parole and Probation Officers.

It also becomes harder to handle when communities refuse to provide an atmosphere conducive to establishment of halfway houses within the area to provide a more viable and effective supervision for parolees and probationers.

Legislative pressures are too frequently brought to bear to keep these facilities out of sight--and out of mind--in response to community fears, making the problems of supervised rehabilitation more difficult and more costly.

The press is not totally without blame, when, too often, a parolee or probationer violates the terms of freedom, committing a violent crime or otherwise calling attention to the fact that 'one more convict has been freed to prey on the defenseless community.' Certainly it is the duty of the media to report the news. But more balance is often needed if Florida's straining system of parole and probation is to function properly.

Many citizens would like to believe that a convicted felon will remain forever securely locked behind bars--yet the truth is that 95 of every 100 convicted violators eventually return to freedom. Obviously, through judicious supervision, the parolee and probationer has a far better chance of successful adjustment to the demands and privileges of a free society.

It must be noted that the parole and probation system is simply one facet of Florida's total correctional-rehabilitational program. While it is true that more parole releases have the effect of relieving overcrowded conditions in the state's penal institutions, it is NOT true that the institutions will therefore be less crowded by the same number. Florida's 67 Sheriffs transport new inmates to state institutions almost daily.

Legislators should not be deluded into believing a permanent solution has been reached through the emergency Cabinet allocation to relieve temporarily a condition that had forced the closing of institutions due to lack of space.

The concept of the new Florida Correctional Reform Act of 1974 is an excellent one--provided it is properly funded, and provided legislative intent is faithfully carried out.

Nobody should believe, however, that the Act will in itself solve Florida's correctional-rehabilitation problem.

As one of the fastest-growing states of the nation, Florida is getting, and will continue to receive, a steady and increasing flow of outside newcomers who add to the prison population. Crime makes no differentiation between a citizen and a non-citizen.

The tightrope remains. The pressures increase. We need the help and understanding of the Governor and Cabinet, the Legislators, and the people of this state to effectively combat those ever increasing problems of crime and its accompanying deteriorating and degrading effects on the community.

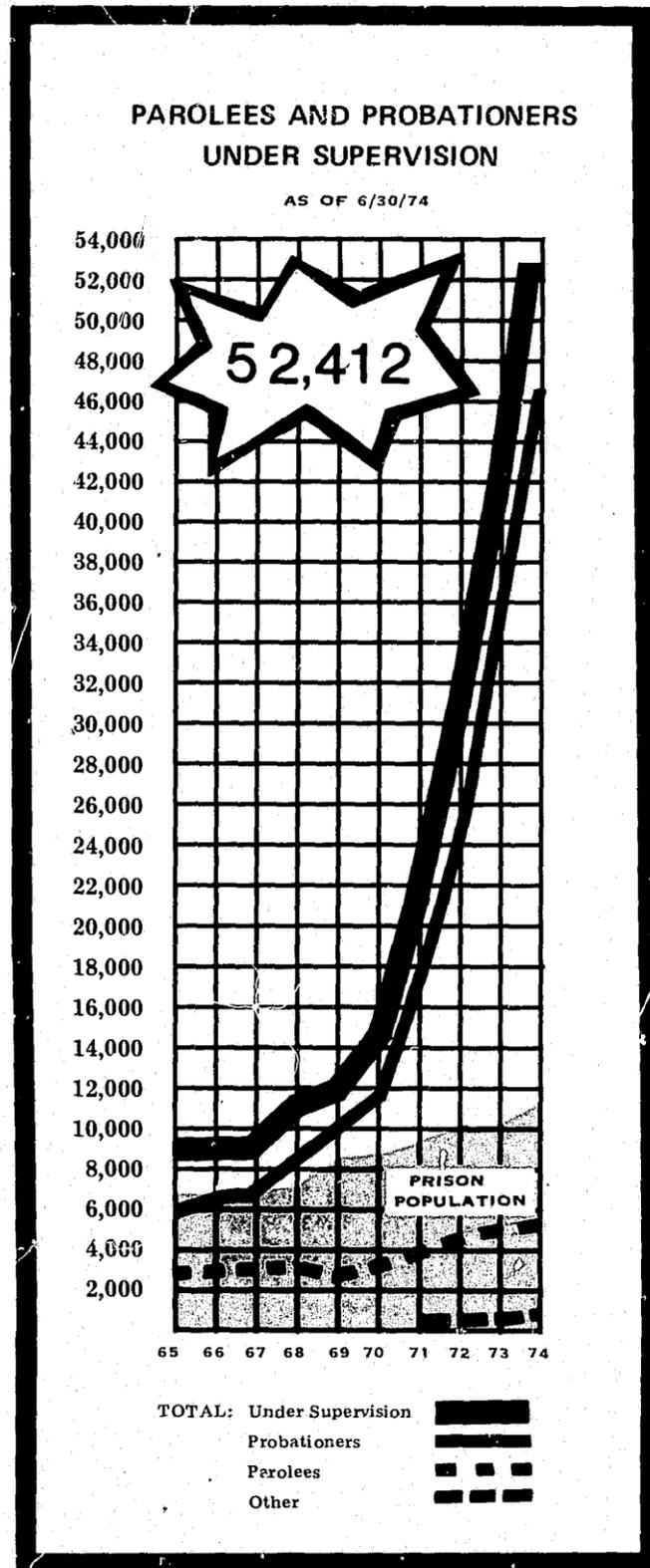
At the close of Fiscal Year 1969-70 the Parole and Probation Commission was supervising 14,764 parolees and probationers. At the close of the current Fiscal Year 52,412 persons were under supervision of the Commission. This represents a 355 percent increase.

During Fiscal Year 1969-70 there were 1,515 paroles granted by the Commission. In 1973-74 the Commission paroled 3,166 persons, representing over a 200 percent increase.

During Fiscal Year 1969-70 the Parole and Probation Commission conducted 10,382 presentence investigations. During Fiscal Year ending June 30, 1974, the Commission conducted 44,123 presentence investigations. This represents an increase of 475 percent.

In Fiscal Year 1969-70 there were 9,328 persons placed on probation for the Commission to supervise. In Fiscal Year 1973-74 there were 49,424 persons placed on probation. This represents a 500 percent increase.

Year	Parole	Probation	Other	Total Under Supervision	Prison Pop.
1965	2,902	5,932		8,840	6,969
1966	2,805	6,306		9,111	7,073
1967	2,831	6,275		9,106	7,338
1968	2,733	8,409		11,142	7,719
1969	2,594	9,391		11,985	8,409
1970	2,937	11,612		14,764	8,811
1971	3,556	17,449	394	21,399	9,530
1972	4,392	25,909	492	30,793	10,102
1973	4,516	36,766	479	41,761	10,346
1974	5,161	46,483	768	52,412	11,335



NEW HORIZONS IN PAROLE AND PROBATION

The Florida Correctional Reform Act of 1974 (Senate Bill 215) now Chapter 74-112, Florida Statutes, provides the necessary legislation for the parole and probation system in this state to provide the taxpaying citizenry a return on their investment in the form of crime prevention through the rehabilitation of offenders. It can establish Florida as a national leader in the criminal justice system.

The legislation calls for a highly sophisticated Presentence Investigation encompassing a professional diagnosis and evaluation of causative factors leading to the offense, complete social and employment history, educational background, psychological and psychiatric evaluations as appropriate, and other needed information which will assist in the sentencing and treatment process. The report is also to contain recommendations regarding disposition, the availability of community facilities, programs, and services, and the ability of the Commission to provide an adequate level of supervision to provide needed protection to society. It also calls for the identification of treatment modalities which could be utilized, but which do not exist in the local community.

- * The Correctional Reform Act provides for joint planning between the Department of Health and Rehabilitation and the Parole and Probation Commission with identification of operational roles and functional responsibilities of each.
- * The Act provides that the Commission shall develop a mechanism for the evaluation and diagnosis of adult offenders with the utilization of community-based resources and the purchase of services in diagnostic programming.
- * The legislation authorizes the Commission to supervise Pre-Trial Intervention programs which divert selected offenders from the criminal justice system.
- * The legislation authorizes the Commission to establish a statewide network of probationer residential facilities or Multiphasic Diagnostic and Treatment Programs.
- * The Reform Act establishes a vocational training advisory council composed of representatives from the Division of Vocational Rehabilitation, Parole and Probation Commission, Florida State Employment Service, Department of Education, State Manpower Council, Division of Corrections, and Bureau of Criminal Justice Planning and Assistance. The advisory council will assure inter-agency coordination and full utilization of resources available for job training and placement for offenders.

The provisions of the Correctional Reform Act, as outlined above, are consistent with the philosophies, concepts and recommendations in previous Annual Reports of the Parole and Probation Commission. The Pre-Trial Intervention Program and Probationers Residence Programs add new dimensions to the parole and probation system with even more emphasis on development of community-based programs as alternatives to imprisonment.

The Parole and Probation Commission has already begun to implement much of the new legislation in addition to other innovative programs it now has under way:

Regularly scheduled planning meetings are currently being held with the Department of Health and Rehabilitative Services to develop a joint plan, which identifies operational and functional responsibilities of each department, to be submitted to the legislature for its approval by January 1, 1975;

A statewide system of Structured Treatment Programming has been launched which is designed to utilize "The Principles of Management by Objectives," in the caseload management approach and

fully utilize the diagnostic and programatic resources of the community;

A statewide Pre-Trial Intervention system has begun which is designed to divert selected first offenders from the Criminal Justice System;

A statewide network of Multiphasic Diagnostic and Treatment Programs (residential centers) is being established which will provide alternative programs for the court to imprisonment;

A research and planning capability has been established to provide data to aid in management, future projections, and program evaluations;

And the acceleration in the utilization of group therapy as well as other innovative rehabilitative methodology is underway.

However, much of this innovative and progressive programming will be lost unless the necessary funding and manpower is provided to properly implement. The parole and probation system in Florida is currently struggling under a workload which is inconsistent with national standards, which does not provide necessary safeguards to society in preventing further victimization, and which is not consistent with good business practices in terms of efficiency and proficiency because caseloads are too unwieldy.

COMMISSION RECOMMENDATIONS

Currently, the Parole and Probation Officers throughout the state are laboring under unwieldy caseloads of an average of 89 parolees and probationers to each officer. It is humanly impossible for a single Parole and Probation Officer to provide the needed supervision for this many offenders. He does not have time to properly diagnose or plan much less implement a constructive program of rehabilitation designed to motivate the offender to mend his ways.

THE COMMISSION RECOMMENDS: Caseloads should be reduced to an average level of 35 cases per productive Parole and Probation Officer. (This is consistent with National Professional Standards, Recommendations of the President's Commission on Law Enforcement and Administration of Justice, the thinking of correctional officials across the country, and the recommendations of administrative and field staff within the State of Florida.)

For several years the Department of Administration has predicated the staffing pattern for the parole and probation system on the basis of 80 workload units per officer per month.

One workload unit is the assigned value of supervising one offender for one month. The Parole and Probation Commission predicates its budget request on the value of a Presentence Investigation at 4 workload units because of the extensive background investigation required, time consuming nature of the report, and the analytical content. However, the Department of Administration has only seen fit to give credit for 3 workload units for the production of one PSI which adds to the manpower shortage. Various numerical units of workload value are assigned to other investigations and activities.

The conclusion that one Parole and Probation Officer can produce 80 workload units and maintain an acceptable level of proficiency is ill conceived, contrary to professional recommendations, and not consistent with the realities of field supervision and investigation. The additional loss of one workload unit credit for each PSI raises the level of expectation even further beyond the capability to produce.

The increased demands of the courts by now placing almost 80% of all felon offenders, coming under state

control, on probation heightens the dilemma. Many of the offenders now being placed on probation by the courts would have been sentenced to prison a few years ago. This points up the need for much closer supervision, surveillance, and concentrated programming to properly influence the offender who has been considered marginal in rehabilitative potential, to conform to acceptable societal norms including living a law abiding and productive life. The National Professional Standards and Goals recommends 50 workload units per officer per month which is consistent with the philosophy of the Commission and its professional administrators.

Additionally, under current budgeting procedures the workload unit must be produced before staffing allocations are credited to ultimately justify another position or positions. Obviously, in the mean time, the officer's workload doubles up to produce the extra units thereby draining his or her proficiency to a greater degree. This causes undue hardships on the officer, creates frustrations and accompanying job dissatisfaction, and causes high personnel turnover. Time and money is lost on a continuing basis through training new officers to replace those resigning. This further breaks down the efficiency and effectiveness of the system.

THE COMMISSION RECOMMENDS: Budgeted staffing allocations should be based on 50 workload units per productive officer which is more realistic, more efficient through improved services, and much more effective in accomplishing rehabilitation with the accompanying tax dollar savings in the long run.

The Commission's staffing pattern, as stipulated by budgeting officials, includes misdemeanor caseloads of 160 misdemeanor offenders per officer. This is completely unrealistic, contrary to recommended professional standards, inconsistent with recommendations of correctional officials across the country, and costly to the taxpayers of this state.

Many offenders are placed on probation for misdemeanor offenses when the original offense was a felony. As a result of plea bargaining the actual offense was reduced from a felony to a misdemeanor. Other offenders who actually committed felonies were only charged with misdemeanor offenses because of technicalities, lack of evidence, or other trivialities. Still, other offenses were classified as misdemeanor because of a fine line drawn between a felony and a misdemeanor offense. (i.e. a worthless check \$100 or more is a felony offense while a check for \$99.99 or less is classified as a misdemeanor. Possession of 5 grams of marijuana or less is a misdemeanor offense but if in excess of that amount is a felon. Grand Larceny involving theft of over one hundred dollars is a felony. Anything less than that is a misdemeanor offense.

THE COMMISSION RECOMMENDS: Misdemeanor offenders be allocated on the same basis as felons with thirty-five cases per Parole and Probation Officer. The misdemeanor is usually a youthful offender requiring more direction, guidance, and attention. He or she is at the crossroads of life and it is critical to "reach him" before he "graduates" to the felon criminal category.

The parole and probation system in Florida is continuing to experience a heavy personnel turnover. Many professionals, after two or three years training and experience with the agency are "siphoned off" by other governmental agencies and private enterprise.

The current beginning salary of a Parole and Probation Officer here in Florida is \$8,498. He must have a four year college degree...In comparison, a rookie policeman in Miami begins at a salary of \$11,555 per year...A beginning policeman in Tampa starts at \$9,357...A Federal Parole and Probation Officer's beginning salary is \$12,841 with hefty annual increments thereafter.

THE COMMISSION RECOMMENDS: A starting salary for Parole and Probation Officers of \$10,400 per year which is more competitive with private and public agencies, and more consistent with the qualifications required for a Parole and Probation Officer in Florida.

Many offenders in both parole and probation do not have the opportunity of Structured Treatment Program designed to properly identify and fill their basic needs in changing destructive criminal behavior to constructive law abiding behavior.

When an offender is referred to the Parole and Probation Commission for supervision he or she obviously needs guidance, direction, and treatment. Otherwise, he shouldn't be under supervision in the first place. Therefore, it is imperative that treatment be administered to those under supervision whether they are felon offenders or misdemeanor offenders. If the offender's problems are not identified and isolated with appropriate solutions therein, in all likelihood the crime cycle will be repetitiously perpetuated with the accompanying loss of life, limb, and property after he completes the term of probation or parole.

Structured Treatment Programming employs the principles of "Management By Objectives" in caseload management, and calls upon the parolee or probationer to share the main burden for his or her rehabilitation through active participation in a variety of self-improvement programs throughout his supervision term.

THE COMMISSION RECOMMENDS: That an adequate staffing pattern be established in the adult parole and probation system which will assure full implementation of Structured Treatment Programming.

If there is an inherent weakness in the present parole and probation system, it is probably because it excludes the offenders who need supervision the most. Inmates who do not qualify for parole and do not earn an accumulative total of 180 days "gain time" or more must remain in prison until expiration of their sentence. At that time, they are released "with no strings attached," provided with seventy-five dollars in cash, and a ticket to the town of destination. The offender usually has no job....he has no residential plan....oftentimes his family has deserted him....and he has no one or anything to turn to for help. This type of offender is usually the more hard core and is in dire need of assistance in helping him or her to reintegrate successfully into society. This fallacy in the system undoubtedly accounts for a large percentage of repeat offenders.

THE COMMISSION RECOMMENDS: That all offenders released from prison be required to undergo a period of supervision for a minimum of six months. This would provide assistance and direction during their early critical stages after release from a regimental prison community to the free society.

Over the life of the Commission, it has experienced many demands for services. As the Commission attempted to respond to these demands, necessary and appropriate paperwork was added to existing procedures. Today, the paperwork, which is required of field staff is time consuming. It takes away time which would be otherwise devoted to counseling, supervision, and other rehabilitative efforts thereby weakening program effectiveness. Parole and Probation Officers are disenchanted with the system and their specific job because a great deal of time is devoted to recording statistical data and other paperwork which takes away from personal contacts with offenders and the accompanying rehabilitation for which they were hired in the first place.

With the implementation of a computerized Management Information System, on a statewide basis by using the existing FCIC communications network, considerable professional and clerical staff time savings could accrue. In addition, information would be readily available on a statewide basis that is often difficult to locate with existing manual systems.

THE COMMISSION RECOMMENDS: The development of a comprehensive and integral computerized management information system for parole and probation in Florida.

LAST YEAR: A FIGHT AGAINST PRESSURE

THIS YEAR: STEPPING UP THE PROGRAM

The Florida Parole and Probation Commission has as its primary goal the rehabilitation of every inmate confined in a state penal institution who is potentially capable of functioning in the free community.

How well that goal is being met is best shown by pointing out that the number of individuals under Commission supervision has increased by more than 355% in the past four years.

This may well be only a beginning because we believe Florida's restructured court system under Article V will continue to increase the flow of individuals up for consideration, for supervised release in the parole and probation system.

Largely unrecognized is the fact that MORE THAN 82% of Florida's state offender population is now free under supervised probation and parole, and that the courts placed almost 50,000 offenders on probation during the last fiscal year rather than ordering them confined.

The burden of these increases on Parole-Probation facilities is almost incalculable. Every additional releasee brings with him the paperwork and reporting requirements demanded by law--and drastically reduces the ability of the field officer to maintain personal contact with those parole-probation cases under his charge.

The felony offender is the most visible concern of the Florida Parole and Probation Commission, but the misdemeanor offender offers by far the greatest potential savings to the individual and the state. By effective use of this preventive device, the misdemeanant offender can be diverted quickly back into the free community. He can be prevented from confinement in the 'crime schools' too many of our institutions have become. In many cases, by use of Pre-Trial Intervention, he can be saved (along with his family) from the stigma of conviction of a crime. Unfortunately too many persons in high places fail to perceive the tremendous potential in saving these offenders who have taken a tentative step down crime's road--and who could be returned to the productive free community with less cost, and tremendous savings in dollars and human dignity.

In the system, and in accordance with the Commission's emphasis on community based programming, the Parole and Probation system in Florida has been designed to intercept selected offenders at the appropriate stage of involvement in the Criminal Justice System.

THE FIRST LEVEL of intervention is at the prosecutorial level. Parole and probation now has the authority and capability to recommend selected first-time offenders, who meet certain requirements and qualifications, to be placed in the Pre-trial Intervention Program supervised by the Commission. This prevents the offender from entering the court system or the criminal conviction category and the associated stigma therein. A supervisory program is provided to give necessary rehabilitative direction.

THE SECOND LEVEL of intervention is directly with the court in the form of traditional probation supervision for those persons who do not qualify for pre-trial programming. Standard probation provides different degrees of supervision which are classified as minimum, medium, and maximum. In an effort to make probation supervision more meaningful and effective a new dimension has been added to the traditional probation concept, called Structured Treatment Programming (STP). It employs the principles of "Management by Objective" in caseload work. STP promotes maximum utilization of community resources and focuses on providing an expedient service delivery system to the offender through the case

management approach. It focuses on promoting the concept that the offender himself or herself should be responsible for rehabilitation through commitment to participate in various self-improvement modalities.

THE THIRD LEVEL of intervention points to the offender who is not suited for standard probation even under the Structured Treatment Programming concept, but who has not reached a point that the court feels he should be sent to prison. The program which has been designed to effectively deal with this type of offender, usually youthful offenders ages 18 to 24, is referred to as the Multiphase Diagnostic and Treatment Program. It provides a short-term residential capability with concentrated group therapy as the main vehicle for rehabilitation. Upon completion of this program the probationer is phased into traditional supervision for the remainder of the probation term.

A FOURTH LEVEL of intervention by the parole and probation system in Florida encompasses the paroling process. Under current procedures, felon offenders who are sent to prison, are regularly interviewed by representatives of the Parole and Probation Commission to help determine suitability for parole. The interviews provide an opportunity for personal contact to observe attitude and behavior, encourage participation in rehabilitation programs, help explain guidelines for parole eligibility, assist in establishing a parole plan, and glean other information which is helpful to the Commission in parole consideration.

Under the parole program prisoners who, in the opinion of the majority of the Commission can be safely released on parole without seriously jeopardizing the safety and welfare of the community, are released accordingly. They are also classified for supervision purposes as minimum, medium, and maximum. Obviously, small caseloads wherein a high level of supervisory capability exists and where close surveillance can be provided reduces the risk to the community and allows for more relaxed parole releasing practices.

On the other hand, large caseloads of a hundred or more parolees and probationers to supervise by each officer raises the level of risk to the community because close supervision cannot be provided.....and this condition dictates a more stringent release posture on the part of the Parole and Probation Commission.

A FIFTH LEVEL of intervention to the current parole and probation system is referred to as Mandatory Conditional Release. This program mandates a period of supervision similar to parole for all inmates released from prison who have earned a minimum of 180 days gain time or more. "Gain time" represents time given to an inmate which reduces his sentence as a result of good behavior or other constructive activities. Formerly, inmates falling into this category were released without the benefit of supervision since they did not qualify for parole.

PRE-TRIAL INTERVENTION

Pre-trial Intervention is a new program that can let a man make a good record in the future by not giving him one for the past. "Diversion" or Pre-trial Intervention is filling a real need in the Criminal Justice System.

Not long ago a person charged with a crime in Florida had few alternatives. He was tried, convicted or acquitted; and if convicted, either paroled after serving a portion of this sentence or placed on probation without being confined to an institution.

Today, there is a third alternative, Pre-trial Intervention. Providing the person charged with the offense agrees to waive a speedy trial, attend rehabilitative sessions, and comply with other terms of a probationary type supervision, he is not required to stand trial and is not recorded as having a criminal charge placed against him.

Offenders having the opportunity to participate in the Pre-trial Program are recommended by the Parole and Probation Commission who is responsible for supervision as well. If the prosecutor concurs and the

victim has no objection the offender can be diverted to the program.

To enter a Pre-trial Intervention Program prior to any determination of guilt, an accused offender must not have committed a first or second degree felony and must not be considered a risk to the community (no violence). He also should not have psychological, drug, or alcohol problems to the extent that they cannot be controlled and treated within the six months period of time of the program. Offenders with a significant prior history of criminal activities are automatically excluded.

The Florida Parole and Probation Commission in conjunction with the Hillsborough County State Attorneys office secured funding from the Department of Labor and began a Pre-trial Program in Tampa on February 1, 1973. Since the program began 451 persons have received benefits from its intervention at a cost of less than 590 dollars per client which will be reduced further as the last two months accepted enrollees complete the program. This is a cost saving program when compared with the cost of prosecution, defense, court, law enforcement, and probation or prison which follows.

A great deal of time is required of program staff in screening to find the appropriate offenders to be considered and to locate persons without prior criminal records who are willing to submit to the minimum requirements of the program. A broad base of offenders are therefore reviewed to locate reasonable prospects which are fully investigated for further consideration prior to acceptance.

The Hillsborough County project screened 1,572 persons with preliminary investigations in order to locate 511 for a full background investigation and finally accepted 307 persons. The remainder of staff energies are expended on providing counseling and referral services. This includes job placement, vocational training, educational improvement, assistance in locating housing, psychological therapy, personal adjustment and others.

Over 95% of the program participants completing the program avoided any conflict with the law as determined by subsequent statewide and nationwide records check.

In Fiscal Year 1973-74 there were 307 cases deferred in Hillsborough County with Commission supervision. At the end of the year, 223 had successfully completed with 32 participants being returned to court for normal prosecution. The other 52 were still under supervision in a 190 total caseload as of June 30, 1974.

Based on Hillsborough County's favorable experience, four additional programs are now under way in Pensacola, Gainesville, Clearwater and West Palm Beach.

Experiences incurred in Pre-trial programming have indicated that Pre-trial Intervention is not for everyone, but then, neither is prison.

STRUCTURED TREATMENT PROGRAMMING

The Structured Treatment Programming concept is a business-like approach to parole and probation casework. It employs simplified practical methods and techniques of case planning and management. Analogies can be drawn with the educational system and good business practices.

The STP concept encourages community involvement by individuals, groups, agencies from both private and public sectors, and others who can help influence offenders to maintain their activities within normal expected social norms, and in a law abiding manner.

It adds a new dimension to the parole and probation supervisory process with accompanying therapeutic benefits to the offender.



The community provides a vast array of programs which can assist in offender rehabilitation. Structured Treatment Programming is designed to "tap" these resources to their fullest extent.



The Parole and Probation Commission is establishing a statewide network of Multiphasic Diagnostic and Treatment Programs. Above, is one of the Probationer's Resident Centers.

Below, a resident participates in planning a structured Program of rehabilitation which meets his specific needs.



The program provides:

Retributive aspects through required program participation, satisfying the traditional offenders "debt to society,"

Constructive aspects to the direct benefit of the offender in the form of new skills, healthier outlooks on life, and improvement of self-concept;

Safeguards to the general public through improved supervision treatment;

A greater return on invested tax dollars through improved services and the lasting effects of rehabilitation in deterring crime.

Structured Treatment Programming employs the principles of Management by Objectives in a goal oriented program. It utilizes seven basic steps to action:

FIRST, it involves deciding to establish a plan of treatment for the parolee or probationer;

SECOND, it provides for testing and diagnosis;

THIRD, it identifies the needs of the offender through discussions with him or her and through case study;

FOURTH, it provides complete inventory of the existing community resources from which to select practical and workable therapeutic programs which encompasses maximal utilization of community resources;

FIFTH, it records the treatment plan in outline form through the utilization of a Plan and Worksheet. This provides ready reference to determine program progress and helps maintain continuity of programming when case reassignments are made;

SIXTH, the STP program provides means of gauging the progress of the probationer or parolee and making plan adjustments as needed;

SEVENTH, the program emphasizes the needs to evaluate the results as well as providing a means for recommending early termination of probation upon completing the structured program of treatment.

MULTIPHASIC DIAGNOSTIC AND TREATMENT PROGRAM

The Multiphasic Diagnostic and Treatment Program is an extension of standard probation. It provides a support service to the existing program and is designed to provide a combination of services including short-term residential capability and out-client follow-up services prior to transferring the offender to traditional probation status. It provides intensive supervision and guidance to youthful offenders between the ages of 18 to 25.

Focus on the Multiphasic Program is the group therapy session, wherein the residents have an opportunity to confront their problems and formulate solutions with the aid of a trained group therapist and the other residents. Group sessions are held nightly and the techniques are patterned after the Reality Therapy approach. The sessions, which must be attended by all residents, focus on the practical day to day issues and are designed to help the residents restructure their lives in a manner that will enable them to lead a productive, crime-free life on the street.

Program residents function as a family with each resident assuming various in-house duties and details. Complete maintenance of the facilities and grounds is performed by the residents in order that they may learn the value of developing responsibilities and take pride in their surroundings. In addition, each resident is required to either maintain gainful employment in the community and or be involved in academic or vocational training. The thrust of the program is directed toward producing responsible adults who will assume productive roles in the community, and further, to provide for the courts a viable and effective alternative to incarceration, while maintaining strict supervision control over felon offenders without exposing them to the prison system.

A resident council helps to formulate and maintain discipline within the centers in conjunction with guidance by professional staff. The programs are staffed by a Center Supervisor, Assistant Center Supervisor, three Parole and Probation Officers, three para-professionals, a secretary and cook. The centers are supervised by staff members on a 24 hour, 7 day week basis. They are designed to house 30 residents and in addition supervise approximately 60 offenders under an out-clinic status.

COMMUNITY VOLUNTEER INVOLVEMENT

The Volunteer Program within the Florida Parole and Probation Commission began in 1969. It was the first statewide Volunteer Program for probationers and parolees in the United States. There are over 3,200 volunteers in Florida supplying an average of 12,000 man-hours per month toward the rehabilitation of criminal offenders.

Based on conservative estimates used in evaluating the monetary worth of a volunteer service the State of Florida is receiving over \$40,000 in services per month from citizen-volunteers.

Volunteer Programming can basically be broken down into two segments: one-to-one and specialists. The one-to-one volunteer works with an individual probationer or parolee on a daily basis helping him to solve his day-to-day problems. If these problems can be interrupted on a daily or weekly basis they are less likely to develop into a more serious problem which might jeopardize the probationer or parolee's chances for successfully completing his period of supervision.

The specialist volunteers supply specific and often specialized skills. Specialists may work with an individual probationer or parolee, however usually this type of volunteer works with groups of individuals under supervision. They include psychiatrists, dentists, doctors, psychologists, marriage counselors, teachers, lawyers, banking officials and others, who provide specialized services, serve on Advisory Committees and undertake special projects.

WHERE DO THE VOLUNTEERS COME FROM?

Volunteers come from all walks of life, a housewife, a teacher, a truck driver, a lawyer, a retiree or any other person with a sincere desire to help in offender rehabilitation.



Dr. Charles Unkovic, a professor and Chairman of the Sociology Department at Florida Technological University in Orlando serves as a volunteer on the Citizen Advisory Committee.



A minister, Rev. Felton W. Williams serves as a specialist volunteer in Live Oak.



Sgt. Dwight J. Major, a policeman works with young parolees and probationers as a one-to-one volunteer in Kissimmee.

Within the citizen volunteer one-to-one segment of volunteer programming there are two basic subdivisions:

The general pool volunteer is a person who offers to work with a probationer or parolee in a type of "cold turkey" relationship. That is to say that when the volunteer is recruited and trained he will be matched with a probationer or parolee with whom he is not acquainted.

The lifestyle volunteer is a person who is familiar with and interested in a specific individual who is under supervision of Florida Parole and Probation Commission. This volunteer obligates himself only to work with that individual who he or she knows. The individual may be a relative. If the Parole and Probation Officer feels that the person would provide a significant positive influence on the ex-offenders life and he or she is willing to serve, he is recruited as a volunteer.

The basic premise of volunteer services is that people change people. The more exposure the offender has to positive human relationships the greater his probability of not returning to a criminal lifestyle. Citizen volunteers are recruited from civic groups, churches and all walks of life. They represent people who show concern for their fellow man and are willing to reach out and help.

The volunteer can serve many functions which are not directly related to the face-to-face counseling and assistance with offenders.

In the area of Structured Treatment Programming the volunteer can assist the officer in making certain that the parolee or probationer follows through with the prescribed treatment program. This may be done by helping the offender get himself involved in community service agencies such as alcohol rehabilitation or drug counseling. He may help the ex-offender find employment, enroll in school, or involve himself in vocational training. The volunteer also adds continuity to programming in situations where, due to staff turnover, reassignments are made.

The affect the volunteer can have on an offender can make the difference between the person leading the law abiding life or returning to crime. However, another significant feature of Volunteer Programming

is the impact experienced by the volunteer. The volunteer receives direct benefit in the sense that he more specifically realizes his own worth as he helps other persons. In addition, the community, which was at least partially responsible for the offender's behavior because of negative environment, too much emphasis on monetary success, or other undesirable conditions, also shares in the responsibility for rehabilitation.

Through volunteering and volunteers, Florida has a more informed citizenry. Volunteers learn many of the problems encountered by the professionals involved with offender rehabilitation and as citizens of this state are in a position to make the needed changes. Two of the specialized volunteers programs are:

ACTION - In June of 1974, a plan was submitted by the Parole and Probation Commission for a grant from the National Action Office for 28 VISTAS, Volunteers in Service to America. These VISTAS, who are committed to work full time with the Parole and Probation Commission, have been assigned throughout the state. They serve as Volunteer Coordinators and to help in the implementation of Structured Treatment Programming.

As Volunteer Coordinators they are supplying the Commission with the much needed capability to recruit, train and follow-up in the assignment of volunteers on the local level. They are also identifying community resources and assisting in the establishment of liaison with the Parole and Probation Commission and these community resources.

YOUNG LAWYER VOLUNTEER PAROLE AIDE PROGRAM - This program was established through the cooperation of the American Bar Association, the Florida Bar Association and the Florida Parole and Probation Commission.

The program is designed to assist parolees in the tradition of a big brother concept. Ideally, the Young Lawyer, who is assigned to a given parolee, meets with him or her prior to release from prison and develops a working relationship which will provide direct assistance during the critical stages after release.

Bringing together attorneys and Parole and Probation Officers initiates an important dialogue in the Criminal Justice System, increases mutual respect between these professions, and establishes better understanding.

Since many lawyers become political and community leaders their early acquaintance to correctional problems can lead to increased community concern and action in the field of parole and probation.

Lawyers tend to be more familiar with the community and its resources and are therefore more able to supply help to probationers and parolees who often need information about the community and a "good word" or proper introduction.

Many every day (non-criminal) concerns of parolees are of a quasi legal nature and lawyers can most accurately and easily respond to them.

COUNTY WORK RELEASE

The County Work Release Program provides another means of intervention. It affords the opportunity for selected county prisoners to work at civilian employment or attend school. The rehabilitative program not only assists the offender in leading a productive life while incarcerated, but saves money for the taxpayers and assists in preparing the offender more properly for complete release to the community.

The work/study release programs must be approved by the Parole and Probation Commission who is also responsible for supervision and the program must be sanctioned by the local sheriff. The court makes the

final decision regarding which inmates are allowed to participate. Each plan is carefully investigated by the Commission to insure its suitability and credibility.

Program requirements include payment for "room and board" at the jail, family support, and payment for restitution when ordered from earnings. The balance of the earnings are maintained in a savings account for distribution to the offender upon completion of the jail term. Failure to comply with conditions of work release can result in immediate expulsion from the program.

At the end of the fiscal year there were 136 work releasees in the program and reported earnings for the year amounted to \$43,577 with 3,219 work study release days logged.

Community support and understanding is an absolute prerequisite to successful work release programs. In addition to work/study participation, group counseling, pastoral counseling and specialized rehabilitative programming is provided on an individual and group basis.

RELEASE ON RECOGNIZANCE PROGRAM

Another community-based program developed by the Parole and Probation Commission is Release on Recognizance or commonly referred to as the Indigent Bail Bond Program. It provides the opportunity for selected indigent defendants, who are in jail awaiting trial because they do not have financial resources for bond, to be released without posting a cash bond, and on their own recognizance pending trial. The court of jurisdiction makes the release decision after an investigation is conducted by the Parole and Probation Commission. The investigation provides information regarding any previous court appearances, arrest record, family ties, employment stability, and other information which reflects the probability or lack of probability that the person will appear for court at the designated date of trial.

STATE FELON CONVICTIONS

(coming under state jurisdiction)

Year	Prison	%	Probation	%
1966-67	3,208	53.7	2,761	46.3
1967-68	3,288	53.2	2,893	46.8
1968-69	3,453	50.8	3,333	49.2
1969-70	3,584	43.8	4,589	56.2
1970-71	4,972	37.8	8,122	62.2
1971-72	5,651	27.6	14,820	72.4
1972-73	4,502	20.2	17,800	79.8
1973-74	5,022	21.3	18,502	78.7

The emphasis by the Parole and Probation Commission on community-based programs is reflected in the high percentage of persons convicted of felony offenses (coming under state jurisdiction) now being placed on probation in the community instead of being sent to prison.

Although the number of persons committed to prison continues to rise the percentage of state felons now committed to prison is only 21.3% while the percentage of persons placed on probation is now 78.7%. The number of persons placed on probation has increased from 3,333 in 1969 to 18,502 last year. This represents almost a 600 percent increase in probations granted.

PAROLE: HOW ITS DONE - HOW THE SYSTEM WORKS

Historically, the pendulum of general public opinion and feeling as well as that of governmental officials and others concerning release of prisoners on parole, swings from the extreme right to the extreme left with variations back and forth depending upon the special interests or objectives of various groups or individuals.

An important role of the Parole and Probation Commission is to retain reasonable balance and objectivity between both extremes, but at the same time maintaining sensitivity regarding the safety and welfare of society and offender rehabilitation.

In order to maintain a high degree of reasonableness with the qualities of professional expertise in making parole release decisions, the Florida system of parole mandates an autonomous body of Parole Commissioners who are qualified by their knowledge of penology and allied social sciences to make judicious decisions.

The eight member body, comprising the Parole and Probation Commission, establishes philosophical concepts and policies regarding operation of the parole and probation system. The agency is also responsible for maintaining supervision and associated investigative duties for all adult offenders under parole and probation supervision.

The Commission includes one member who is the Director of the Division of Corrections of the Department of Health and Rehabilitative Services. He participates in policy making decisions only, is ineligible for appointment as chairman, and does not participate in granting or revocation of parole.

Parole decisions in Florida are vested entirely with the remaining seven members of the Commission.

The parole process and the accompanying final decision, whether to release or not to release, is a very delicate and sensitive procedure. When prison populations are bursting at the seams the obvious solution appears to be, in the minds of prison administrators and other officials who are confronted with the population to release more people on parole thereby reducing the prison population within operable limits. This, coupled with the desire of all inmates to let them out of prison, the cry of family and friends of the inmate, and people who lean toward very liberal policies regarding treatment of criminal offenders, provide a formidable force to pressure parole releases.

On the other hand, a sizeable segment of the community, some law enforcement officials, and others who adopt a hard line foster the theme "lock 'em all up and throw away the key."

The Parole and Probation Commission, while continually faced with these conflicting forces has not and will not succumb to political or other pressures in its releasing decisions.

Parole releases are predicated upon the sound reasonable releasing practices which are consistent with the well-being of the community, but tempered with the compassion and concern for the future of the offender who has transgressed the laws of society, but who in almost all instances will return to society. The philosophy of parole is to select those inmates who have reached a point in their prison sentence where they have received the maximum benefit from incarceration and return them to the community to "serve the rest of their sentence" under parole guidance and supervision.

Parole supervision provides a definable plan of employment, a suitable residential situation, guidance, personal counseling, and other assistance during the critical period of "decompression" or integration into free society from a regimented atypical prison society. Parole has the by-product effect of reducing the

prison population in the process.

Hearing Examiners

In Florida, inmates are interviewed for parole consideration by Hearing Examiners who represent the Commission, if sentence is five years or less an interview is conducted within six months and an interview is conducted within one year if the sentence is in excess of five years. Inmates are interviewed at least annually thereafter.

Parole releases are based on a complexity of considerations:

- * The community must be provided reasonable protection so that the likelihood of it again being victimized by the offender is negligible;
- * The person to be paroled must reflect the capacity to live a law-abiding life consistent with accepted societal norms; and
- * A very critical factor in release consideration is the capability or lack of capability of the Commission's field staff to provide adequate parole supervision once the person is paroled.

The capability to supervise or the size of existing Parole and Probation Officer caseloads is a very significant factor in light of the number of repeat offenders now in prison. The apparent propensity of those sentenced to prison to commit additional crimes, reflected in their receiving commitments instead of probation when over eighty percent of the felons are placed on probation, provides further evidence regarding the profile of current inmates. The magnitude or seriousness of crimes committed by those presently incarcerated, reflected in case studies by Hearing Examiners and the Commissioners, provides additional information that considerable care must be exercised in selection of inmates to be paroled because of the likelihood of many of the inmates to again prey on society if released.

A staff of nine Hearing Examiners are charged with the responsibility of conducting inmate interviews as representatives of the Commission. During the fiscal year ending June 30, 1974, the Hearing Examiners conducted 14,877 individual interviews for parole consideration.

These hearings are conducted at the institution where the inmate is assigned and he or she is given the opportunity to make statements for the record that the Commission will consider in its decision making process. At the parole hearing, the Hearing Examiner considers several and various factors that have been developed by the Commission to determine whether parole should be granted. The Hearing Examiner considers a multitude of factors during the various interviews and reports his findings and recommendations to the Commission for its consideration in deciding whether the inmate should be released on parole. Some of the factors include:

The prisoner's personality, including his maturity, stability, sense of responsibility and any development in his personality which may promote or hinder his conformity to laws;

The prisoner's conduct in the institution, including particularly whether he has taken advantage of the opportunities for self-improvement afforded by the institutional programs;

The prisoner's ability and readiness to assume obligations and undertake responsibilities;

The prisoner's family status and whether he has relatives who display an interest in him or whether he has other close and constructive associations in the community;

The prisoner's employment history, his occupational skills, and stability of his past employment;

The prisoner's attitude toward law and authority;

The prisoner's conduct and attitude during any previous experience of probation or parole and recency of each experience;

The prisoner's attitude toward parole;

Observations of the court officials, law enforcement officials and other interested community members;

The type of crime(s) and surrounding circumstances for which the prisoner was imprisoned;

The prisoner's prior criminal record, including the nature and circumstances, recency and frequency of previous offenses;

The prisoner's past use of narcotics or past habitual or excessive use of alcohol;

The type of residence, neighborhood or community in which the inmate plans to live;

The adequacy of the prisoner's parole plan as well as other factors.

The Commission has held to a position that punishment by confinement in prison is a deterrent to those persons who might commit criminal acts except for fear of punishment through imprisonment. The Commission, in considering parole for an inmate has held to a position that the court places persons convicted of a criminal act in prison to incapacitate the individual for a period of time. In other words, one who is placed in a position where he cannot commit a crime obviously will not. In making recommendations to the Commission for the action in regard to parole, the Hearing Examiners have always been conscious that society demands that the inmate serve a portion of his sentence imposed by the court before the Commission will consider the inmate seriously for parole. To release an inmate on parole following the sentence of the court without a significant portion of the sentence being served would be to promote disrespect for the court's decision in most instances. The Commission has always been mindful that all citizens of our state, including the law violator, must be encouraged by whatever means to respect and observe the law.

The Hearing Examiners are always concerned to a great extent in the rehabilitation of the inmate while he is incarcerated. It has always been held by the Commission that a convicted offender while under the control of the prison system should make every effort to change his attitude, improve his skills and capacity to cope with life following release, and generally upgrade himself. However, the Commission distinguishes between the reasons for sending the inmate to prison and the state's obligation to do something about the inmate (rehabilitation) after he gets there. Rehabilitation of the inmate is one of the factors that is considered by the Hearing Examiner at the hearing, but this must be tempered with the knowledge that rehabilitation was not the central purpose for imposing a sentence on the offender.

Regularly conducted interviews of inmates: provide safeguards to persons incarcerated that they are not "forgotten men or women in the penal system;" assure that each inmate is regularly interviewed and his or her case studied and reviewed for possible parole consideration; and provide the Commission with updated changes or information regarding status of the individual.

The concern of the Parole and Probation Commission for releasing inmates as quickly as possible providing it is consistent with reasonable safety to the community, is reflected in the sizable increases in parole releases during the last several years.

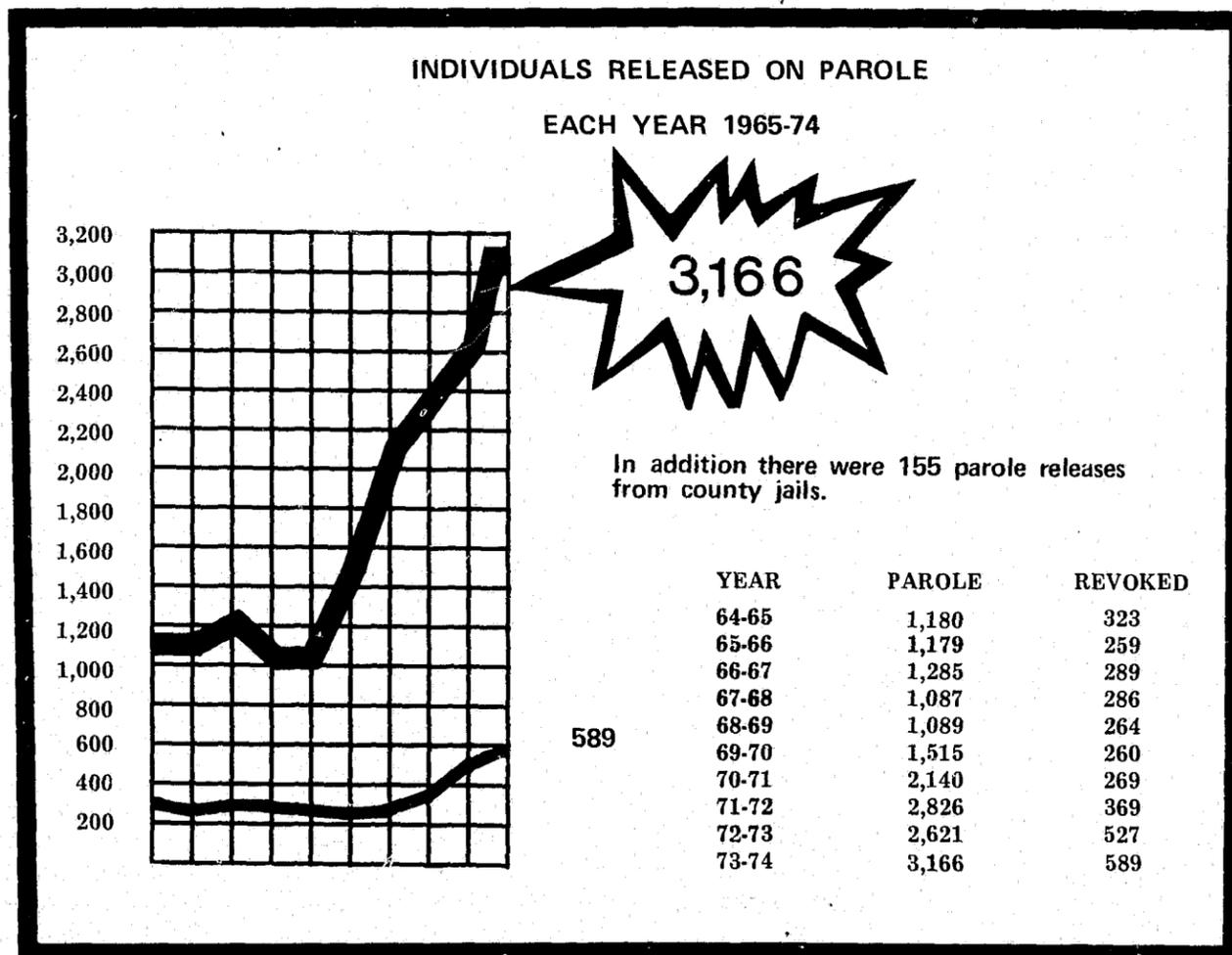
The number of paroles granted in fiscal year 1972-73 was 2,621. In fiscal year 1973-74, there were 3,166 inmates released under parole supervision to complete the rest of their sentence in the community where they plan to reside, but under a program of supervision and surveillance to help properly integrate them into the community as law-abiding productive citizens. During the fiscal year there were 589 paroles revoked.

MANDATORY CONDITIONAL RELEASE

Mandatory Conditional Release is an extension of parole supervisory services and provides inmates, who have earned 180 days or more gain time, and who did not qualify for parole, with the benefits of supervision services similar to parole. All releasees falling into this category are required to undergo a period of supervision for a term equal to the total of their gain time.

If there is a weakness in the present parole system, it perhaps stems from the fact that persons who qualify and who are selected for parole are those who possess the greatest chance of living a law-abiding productive life and the least likely to victimize society again. While, those who do not qualify for parole or who have not earned enough gain time to come under the Mandatory Conditional Release agreement.....and who need supervision the most.....are released by expiration of sentence without the benefit of any type of supervision, guidance, or surveillance during the early critical stages after release from prison. This higher risk class of offenders is provided some cash, a suit of clothes, and a travel ticket to their destination with no job.....no residential arrangements.....and little chance of successfully reintegrating into society as a law-abiding person.

During the fiscal year there were 577 mandatory conditional releasees released under supervision of the Parole and Probation Commission. There were 126 mandatory conditional releasees revoked during the fiscal year.



PROBATION: WHAT DOES IT MEAN?

What is the difference between probation and parole?

Put simply, a probationer is placed under supervision AFTER he is convicted, but BEFORE he is confined to an institution.

A parolee is placed under supervision after serving a portion of a prison sentence.

Under Pre-Trial Intervention a charged offender is released under supervision without being tried on his agreement to participate in rehabilitative activities under supervision of the Commission.

When a probationer is found guilty of violating the terms of his freedom, the court which sentenced him is charged with making the decision as to revocation of freedom.

When a parolee violates the terms of his parole, the Parole and Probation Commission makes the decision as to continued freedom, or recommitment.

Probation in Florida means more than that. It means the Florida Parole and Probation Commission, as of June 30, 1974, was responsible for supervising 52,412 people under probation, parole, mandatory conditional release, work release, and pre-trial supervision. That number is steadily increasing.

It also means that prison commitments have been reduced considerably through the extensive use of probation services by the courts.

In Florida, last year, almost 80% of all convicted felons coming under state jurisdiction, were placed in community based probation programs.

The Parole and Probation Commission has continually fostered the expanded use of probation as the best hope of effectively rehabilitating criminal offenders. However, there is a converse relationship between the percentage of convicted felons released on probation and the rehabilitative potential of those released under supervision.

The more extensive use of probation by the courts points up the need for more structure in probation programming with closer supervision to effectively deal with the offenders who are considered more marginal in his or her rehabilitative potential.

Without increased structure and more emphasis on program participation, probation amounts to limited surveillance and very little constructive behavioral modification is accomplished. More structure is needed to assure active program participation by the probationers.

Although probation is a viable alternative to imprisonment and offers the more reasonable solution and greater opportunity for rehabilitation, the probationer should be required to share in the burden of rehabilitation by participating in a wide-range of treatment programs throughout his or her term of probation.

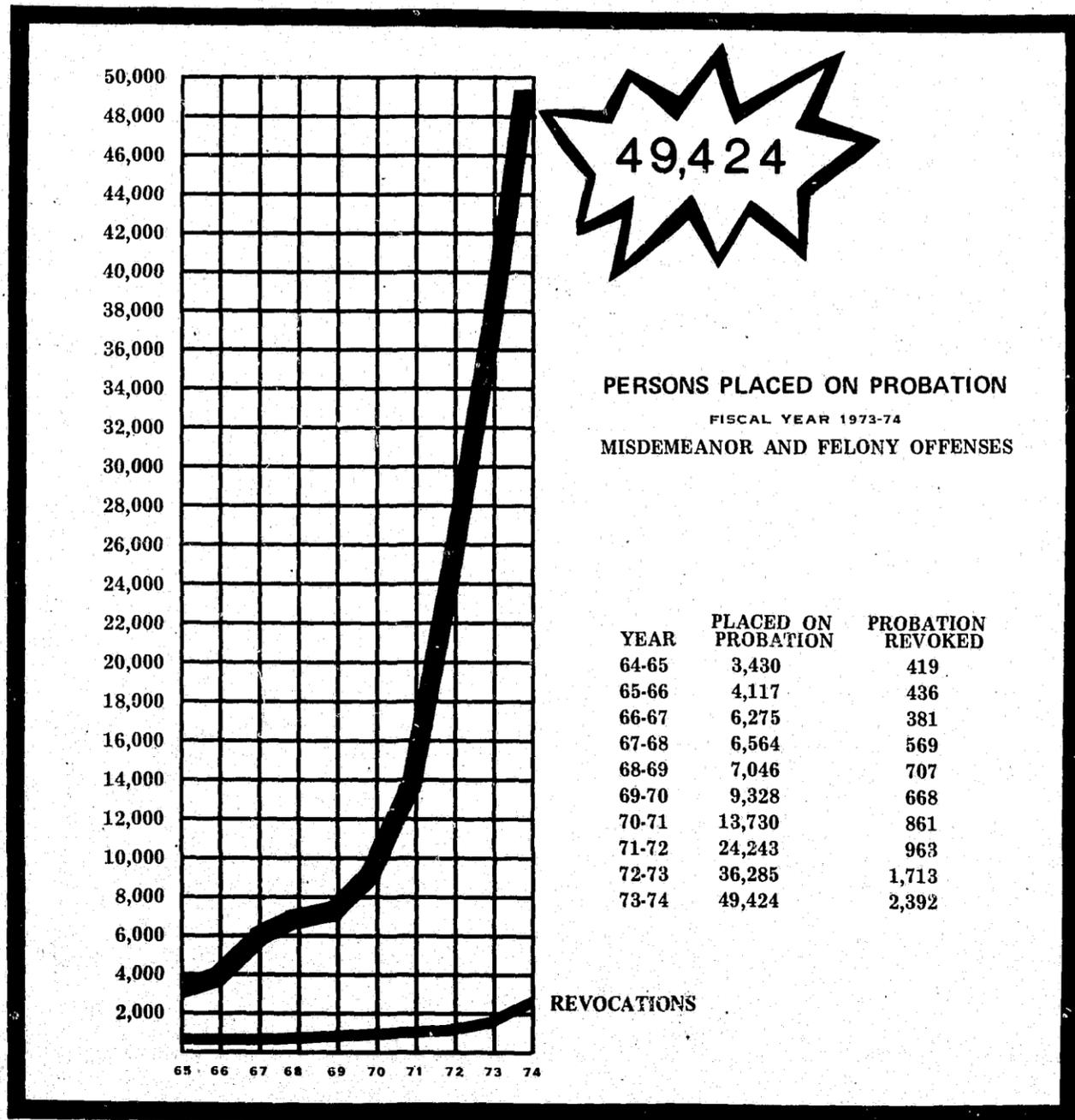
Besides, program participation is beneficial to the probationer, himself, in the form of improved educational ability, establishment of a vocation, improvement in life skills, and simply making a better person of him.

Program participation by the offender provides society with a "tangible return" on its tax dollar invest-

ment. It provides a means of satisfaction to the general public that the offender has "paid his debt to society" for committing the offense by actively participating in constructive pursuits to improve him or herself as a productive law abiding citizen. (See page 9 for details of Structure Treatment Programming).

The reliance on the Commission by the courts in terms of providing community-based rehabilitative services is depicted in the number of people placed on probation by the courts.

There were 49,424 people placed on probation under supervision of the Parole and Probation Commission during the last fiscal year. During the year, 2,392 probations were revoked.



**THE PAROLE AND PROBATION OFFICER:
Overlooked, Overworked, Over-extended and Underpaid**

Only one convicted Florida felon out of every five sees the inside of a state prison to serve all or part of the sentence imposed.

Four of five work out their time "on the outside," under supervision of Florida's 'unknown man,' the Parole and Probation Officer.

The Florida Parole and Probation Commission's field men are not only unknown to the general public, they are underpaid, overworked, and in the year ahead, likely to be even more of all the foregoing.

Times are changing in the attitude of state officialdom toward the scope and involvement of probation-parole services. A few short years ago the Parole and Probation Commission had to fight with its back to the wall to guard against political interference, pressure, and efforts to use 'pull.'

Today the agency is told it must step up the rate of release of felons currently housed in state institutions. Prison doors have even been locked against acceptance of the ever-increasing flood of convicted felons delivered to the institutions as required by law.

The money simply doesn't match the increased workload, primarily because Parole and Probation Officers are already under triple loads, at a pay scale that is causing a 20 percent turnover in field personnel. Compounding this problem is the fact that it takes a long time before a man has enough experience to be an effective Parole and Probation Officer. To lose a trained officer is costly to the system, detrimental to its proficiency, and expensive to the taxpayers.

The new increase in felon releases is certain to raise the supervision ratio of a Parole and Probation Officer to a potentially dangerous level. An unsupervised releasee is increasingly likely to revert to the companions and the activities that brought him to prison in the first place.

Overloaded community facilities, increased demands on volunteers, and the shortage of competent, dedicated field people threaten Florida's parole and probation system, which is nationally copied for its progress in programming.

Dangerously, we are being encouraged to release the inmate who has been considered marginal in his or her rehabilitation potential. Every added release raises the ratio of felon to field officer.

The average citizen cannot conceive or comprehend that the vast majority of persons convicted of a misdemeanor or felony in Florida are not in custody today. It is to be feared that some of those in the decision-making process do not, either.

The projections are these: As of January 1, 1975, Florida will have some 11,000 inmates inside penal institutions. It will have 56,000--give or take a few--under supervision in the communities of this state.

Normal growth--if Florida's growth can be adjudged normal--brings the state a natural increase in the felon population, along with the law-abiding migrants and tourists who move here because they like the sunshine and fresh air.

In addition to the out-of-stater who moves to Florida and commits a crime, we also have the previously-

convicted felon permitted to move here, who must also be supervised, under conditions of the Interstate Compact. And since Florida is a faster-growing state than most others, we get more than we lose.

Elsewhere in this report it is noted that the cost of confining a prisoner runs 15 times higher than for supervised release. Let it be noted that this ratio does NOT include the charge for building new institutions or even for maintaining existing ones.

Parole-probation-rehabilitation is a \$100 million per year business.

It is a business that deals in lives, and not just in the lives of the felon.

Supervision of released felons is the major business of the Florida Parole and Probation Commission, and like any well-managed business, proper financing is absolutely necessary.

Every additional releasee assigned to a field officer weakens the supervisory pattern and brings lowered morale, a higher personnel turnover rate, and the added cost of expensive training for the replacement.

It is time for the public, the press, and yes, governmental officials as well, to realize that we must pay for what we get--now or later.

The following has been written to show what an average working day for an officer with the Florida Parole and Probation Commission is like. The information is based on time-in-motion studies, interviews with officers, and other research that has been done on the workload of Parole and Probation Officers.

This is a realistic portrayal of the workload of the Parole and Probation Officer and was developed by an individual who worked as an officer for several years.

Most of the recommendations made in this section came from the National Advisory Commission on Criminal Justice Standards and Goals.

The beginning Parole and Probation Officer in Florida is usually 22-25 years of age. By requirement he or she has a college degree and this degree is usually in Psychology, Sociology, or Criminology. He is usually married and just beginning a family.

In order to get his job the new officer had to undergo extensive testing and be willing to submit to a thorough background investigation. If he scores high enough on the test, has nothing in his background which prevents him from becoming an officer and after he has passed an intensive interview he is eligible to become an officer.

There are probably as many specific reasons why an individual wants to be a Parole and Probation Officer as there are Parole and Probation Officers. It should be noted however that one factor appears consistent among all persons seriously seeking this position and that is the desire to help other people.

Most of the persons coming into this profession feel the need to assist other human beings in developing their ability to function successfully as a law abiding citizen in the community.

The average incoming officer takes approximately six months to become functional and roughly a year to become a fully effective officer. In order to work effectively the officer is supplied with basic "tools of the trade." Among these are a procedural manual, a case history on each parolee or probationer, specific conditions of parole or probation, the authority to search and if necessary arrest without a warrant, and the authority to recommend revocation of an individual's parole or probation. These tools are supplied by the

Florida Parole and Probation Commission, but there are other techniques and skills which the officer must have or must develop in order to become effective in his job. The officer must have the ability to operate efficiently and calmly in crisis situations, he must be extremely competent in the management of both his time and resources, and he must have the tact and diplomacy to be able to establish relationships with strategic persons and human service agencies within the community.

With the above mentioned skills and techniques and with the desire to help people that have run afoul of the law an officer may expect to encounter the following composite of experiences in a workday.

A COMPOSITE DAY IN THE LIFE OF A PAROLE AND PROBATION OFFICER

5:15 a.m. The officer is awakened by a phone call. A deputy at the local Sheriff's Office advises him that they have one of his probationers in jail charged with Breaking and Entering with Intent to Commit a Felony. The officer writes down the pertinent information supplied by the deputy which includes the report that the probationer is intoxicated. The officer then requests the deputy to place a Parole and Probation Officer "Hold" on the individual so that no bond can be made until the officer has thoroughly investigated the situation. He then closes his eyes in hopes of getting a little more sleep before his actual work day begins. He is on duty 24 hours a day 7 days per week.

7:56 a.m. Upon arriving in the parole and probation office he finds two notes on his desk telling him that the individual the deputy called about had been arrested.....both of the officers who wrote the notes had a person on their caseload who had allegedly been a co-defendant with this officer's case in the breaking and entering.

The officer then turns to the stack of paperwork which includes both unfinished business from yesterday and mail which he has received this morning. First, he sifts through the mail pulling out the monthly reports submitted by "his" parolees and probationers. Each person under supervision is required to send in a written monthly report on a standardized form. The officer carefully reviews this report making certain that the person still is residing at his approved address and is still employed. He also carefully checks the reported earnings and financial status, and looks to see if there are any special problems noted.

Most of the remaining correspondence and paperwork is related directly to his caseload and he dictates the appropriate responses as well as recording important entries in his field book. The officer shares a secretary with two other officers. The time she has to file is limited and often the officer must do his own.

9:15 a.m. An integral part of every Parole and Probation Officer's duty is that of reporting statistical information to the Central Office in Tallahassee. These statistics are detailed and time consuming. Being constantly interrupted by telephone calls as well as persons coming to his office the officer begins his statistical reports realizing it will be five days before they're due.

Without these statistical reports it would be practically impossible to monitor what type of progress or impact the Florida Parole and Probation Commission is having upon the parolees and probationers in Florida. The statistical data is time consuming but must be done!

9:31 a.m. Florida Bureau of Law Enforcement calls to advise that a probationer is being investigated for drug trafficking..

9:48 a.m. A parolee calls to say he has been fired because he came in late. An appointment is set for tomorrow.... officer makes note to call employer before appointment.

10:05 a.m. The wife of one of the officer's probationers calls. She reports her husband, John, got drunk and beat her up last night. She wants the officer to do something about it but doesn't want her husband to know she called....

10:27 a.m. The mother of the fellow arrested that morning calls informing the officer that her son did not come in all night and she is concerned as to his whereabouts and welfare. The officer explains the circumstances surrounding her son's arrest and questions her as to why she feels he may have become involved in the armed robbery. He queries her regarding her son's drinking habits. The information is recorded in the field book and the Parole and Probation Officer then returns to filling out his statistical reports.

10:45 a.m. The officer collects his necessary files and goes to the local felony court. He has recommended revocation of probation on a felony probationer. As the case is called, the officer stands before the court along with the

probationer, the State Attorney, the defendants attorney, and members of his family.

The charges are read and a plea of not guilty entered. The Parole and Probation Officer is then asked to explain the reasons for recommending revocation of probation. The officer points out that this individual has failed to pay support payments to his wife as required by court; has failed to submit his monthly reports, and he absconded supervision. The officer spent several hours compiling and filling out the appropriate revocation reports, affidavits, and warrants for this case.

After a plea by the defense attorney of nolo contendere the judge agrees to allow the individual's probation to be re-instated with the understanding that he would bring his payments of support to his wife and child up to date within two weeks; that he would never again be late with his monthly report; and that he would not leave the county again without getting approval from his Parole and Probation Officer.

11:34 a.m. The officer leaves court and proceeds to the local elementary school where he is checking the school records on a person who has been referred to the Parole and Probation Commission by the court for a presentence investigation. The officer is usually given between two to four weeks to complete this investigation. The presentence report includes the individual's prior arrest record and the circumstances as well as the offense for which the individual has been charged. School records and employment histories are checked. Community attitudes regarding the defendant and his reputation therein are ascertained and other information obtained which will provide the court with a comprehensive diagnostic report which will assist in determining the appropriate treatment methodology.....whether it be probation or prison.

The presentence investigation is the most important investigation that the officer prepares, and they consume about 60% of his time.

Other investigations performed by the officer include postsentence investigation, preparole, mandatory conditional release, pardon board, work release, security, and release on recognizance investigations as well as other speciality type investigations.

12:10 p.m. The officer stops by John's place of employment. Being a roofer he is out on a job site. The employer reports John is very dependable and doubts that he has a drinking problem. He feels the wife is a trouble maker who he suspects has a boyfriend. The employer assures the officer that if he detects any problems he will call the officer.

12:33 p.m. The officer meets with the Assistant Director of the local drug counseling center to have lunch at the cafeteria. The conversation mainly centers around more effective ways to refer probationers and parolees to the drug center and to receive information regarding their progress from the center.

Historically the Parole and Probation Officer has been an individual required to "wear many hats." If a person needed drug counseling it was provided by the officer, if he needed marital counseling it was provided by the officer, if he needed employment counseling it was provided by the officer or any other service for the most part was provided by the Parole and Probation Officer.

As community resources in areas of mental health, employment counseling, drug abuse prevention, alcohol treatment and others have been established, the officer is learning to depend more and more on these resources. His job is slowly evolving into that of a diagnostician and case manager. This is consistent with the National Advisory Commission on Criminal Justice Standards and Goals which has been modified and proposed to be adopted by the Governor's Task Force on Corrections in Florida. As set forth in standard 10.2 "Each probation system should develop by 1975 a goal oriented service delivery system that seeks to remove or reduce barriers confronting probationers. The needs of the probationer should be identified, priorities established, and resources allocated based on the established goals of the probation system.....The primary function of the Parole and Probation Officer should be that of community manager of probationers."

The individual officer spends a good portion of his time concentrating on the utilization of community resources and establishing effective cooperative work relationships with those resources. The more positive impact the officer can have on his cases the greater the probability of improvement. His time is limited and he must rely heavily on referrals to other agencies to increase the quality and quantity of time effecting the case.

1:31 p.m. The officer goes to the County Jail to talk with the probationer who was arrested in the early morning hours. He admits the offense and having been intoxicated. He also admits it is not the first time he has become intoxicated and that he and his mother have not been getting along well at all over the last three months.

The officer queries further and finally, in frustration, asks him one simple question, "Why did you do it?" He receives the classic answer, "I don't know, I just did it because the other guys were doing it." In the day to day life of Parole and Probation Officers successes are subtle and often go unnoticed, failures are blatant and result in an individual wasting part of his life behind bars.

This individual will probably be convicted of the new offense and be sentenced to prison for five years. In addition he may be found guilty of violation of probation and receive an additive sentence. Now, the officer will have to go through the lengthy process of violation reports, warrants, affidavits, court hearings, and conversations with both the defense attorney and state attorney. That will take time.....precious time which will detract from his rehabilitative efforts.

2:00 p.m. The Parole and Probation Officer attends a meeting of the local Alcohol Treatment Center Halfway House in order to provide input from the Florida Parole and Probation Commission on how to deal with alcoholics. He constantly seeks ways to increase his impact and expand his range of effectiveness.

Again the officer's main concern is that of a more rapid referral with a minimum of red tape and more meaningful feedback with regard to the progress that an individual is making at the halfway house.

2:30 p.m. The officer now begins to make contacts with people under his supervision. Some of these contacts are with the individual on his job site and include conversations with the employer to make certain that the individual is on the job and to make certain that the individual is remaining dependable on the job and is doing well. The officer will also contact family members especially in the home and will talk to neighbors or other interested citizens with whom the officer associates. In most cases the officer is expected to make at least one contact in the home, with the individual, with the employer, and with other persons in the community each month. These contacts are recorded in the officer's case field book. Naturally those cases that the officer considers "unstable" are visited much more frequently.

The average caseload in Florida is 89.3 cases. This is almost three times the size recommended by National Professional Standards of 35 cases. Because of this vast overloading of the officer there is a serious discrepancy between the number of and quality of contacts the officer is expected to make with his clients and what he in reality is able to make.

3:46 p.m. The Officer returns to his office to dictate information on one of the eight presentence investigations he is working on.

He calls the mother of the probationer who is in jail, to explain that her son has admitted guilt and that he will have to recommend revocation of probation. The mother becomes extremely emotional and pleads on behalf of her son. The officer explains as best he can that this is in the best interests of both her son and for the protection of society. "He needs closer supervision than I can provide."

4:03 p.m. The officer talks to John's wife. He explains that without proof or testimony on an assault no charges can be made. She tells him it's his job to do something, but she will not admit that she talked to the officer if he took it to court.....

4:30 p.m. The officer instructs four new probationers on the conditions of probation trying to hurriedly explain reasons for each. Two of them do not have jobs and he sets appointments to see both again tomorrow.

5:49 p.m. The officer leaves the stack of paperwork, yet to be completed on one side of his desk, the statistical reports which remain to be done, and a pile of casefiles which need studying.....and goes home.

7:00 p.m. After finishing supper the officer telephones four parolees which he was unable to make contact with during the day to assure they are still in town. Many of the contacts must be made after regular work hours.

7:30 p.m. The officer hurries off to a meeting of volunteers who are working on a one-to-one basis with some of the people that he has under supervision. During this meeting he elaborates on some of the specific conditions of probation and discusses ways in which the volunteer can work more effectively as role models.

"Government programs for the control of crime are unlikely to succeed alone. Informal private citizens, playing a variety of roles, can make a decisive difference in the restoration of offenders to the community." The National Commission on the Causes and Prevention of Violence.

"Criminal justice professionals readily and repeatedly admit that, in the absence of citizen assistance, neither

more manpower, nor improved technology, nor additional money will enable law enforcement to shoulder the monumental burden of combating crime in America!" National Advisory Commission on Criminal Justice Standards and Goals.

9:00 p.m. The officer finally returns home to his wife and children and settles down for the evening.

11:47 p.m. A city Police Detective calls from the local hospital. He advises that John's wife is in intensive care. She had a serious cut across her face and possible internal head injuries as well as a broken wrist. Her husband was being held for Assault With Intent to Commit Murder. Arrested with John was his employer.....they were both found intoxicated at a local bar. The bartender told the Police Officer that the two frequented the bar often.....and this ends the day of a typical Parole and Probation Officer.

As noted earlier in this article the officer spends approximately 60% of his time doing investigations for the court and the Parole and Probation Commission. If that officer only worked 40 hours during the week he would spend 24 hours working on investigations, leaving 16 hours for casework. The average officer has a caseload of 89 individuals which would allow 11 minutes per week to work with each person under his supervision or a total of 44 minutes per month.

That 44 minutes must be used for personal counseling, contacts at home and on the job, contacts with employer, family members, friends, volunteers, or any other person or agency providing assistance. That 44 minutes includes the time it takes to travel to and from these various individuals involved. If the parolee or probationer in any way disrupts the status quo it will take the officer additional time to deal with the disruption. Some will have to wait to see him next month.

The average beginning officer is young, has a college degree, is married and usually just beginning a family. He took the job because he wanted to help people. He knew he would never become rich because the starting pay is only \$8,498 per year and increases are not likely to keep up with the cost of living.

It's little wonder that there is a 20% turnover in Parole and Probation Officers staff in this state each year. People usually stay on a job because of one or two factors or the combination of both. Obviously, a Parole and Probation Officer is not entering this profession for his pay. He or she is coming in for one reason and that is the desire to help other people.

The second factor which keeps a person on the job is job satisfaction; the feeling that he is achieving goals which are meaningful. In the case of Parole and Probation Officers this is helping other people. The Officer has 44 minutes per month to help a person who may have spent a lifetime developing to the point where he has broken the law.

As mentioned before the Parole and Probation Officer's successes are subtle and go unnoticed, his failures are blatant and result in individuals wasting parts of their lives behind bars. There can be little job satisfaction in that environment.

It has been said that whenever you talk to a Parole and Probation Officer he says he is overlooked, over-worked, over-extended and underpaid.....It just might be that he has a point!

PRESENTENCE INVESTIGATION: UNKNOWN, BUT VITAL

The average citizen automatically envisions the Parole and Probation Officer's major duty as supervising releasees----but this is not the case. In fact, a major thrust of the Commission's duties revolve around preparation of presentence investigations to provide courts with comprehensive information about the offender BEFORE he is sentenced. Additionally, a field officer spends much of his working time probing the offender's background to provide institution officials and Commission personnel background which will make the sentence more commensurate with the offense---and increase chances for rehabilitation.

The demands by the courts for presentence investigations have increased astronomically. During the last three years the number of investigations has more than tripled.

Requests by the court for presentence investigations, which cannot be expediently processed within a reasonable length of time (two-three weeks), clog the courts calendar, contribute to over-population of local jails, and delay speedy justice.

Presentence investigations provide insight into the factors leading to behavior of criminal offenders. It is an exhaustive time consuming report that requires the expertise of a professional, properly trained in when and where to gather the investigative information. The report encompasses analytical ability and contact with all levels of people in the community including those who live or work in the ghetto as well as those in the more affluent community. It requires specialized techniques to gather the information and sift out the unimportant data; the investigator must have the ability to effectively communicate with officials and people from all walks of life; and he must be able to reduce his findings in a concise succinct manner which portrays the type of person the court has before it, including any mitigating or other circumstances which may have contributed to the offense.

CHAPTER 74-112, Section 921.23, Florida Statutes, reads: Pre-sentence investigation reports.--

(1) Any court of the state having original jurisdiction of criminal actions, where the defendant in a criminal felony case has been found guilty or has entered a plea of nolo contendere or guilty shall refer, and in misdemeanor cases in its discretion may refer, the case to the parole and probation commission for investigation and recommendation. It shall be the duty of the commission to make a report in writing to the court prior to sentencing at a specified time depending upon the circumstances of the offender and the offense. Said report shall include the following:

(a) A complete description of the situation surrounding the criminal activity with which the offender has been charged, including a synopsis of the trial transcript, if one has been made, and, at the offender's discretion, his version and explanation of the act.

(b) The offender's educational background;

(c) The offender's employment background, including any military record, his present employment status and his occupational capabilities;

(d) The social history of the offender, including his

family relationships, marital status, interests, and related activities;

(e) Residence history of the offender;

(f) The offender's medical history and, as appropriate, a psychological or psychiatric evaluation;

(g) Information about environments to which the offender might return or to which he could be sent should a sentence of non-incarceration or community supervision be imposed by the court;

(h) Information about any resources available to assist the offender such as treatment centers, residential facilities, vocational training programs, special education programs or services that may preclude or supplement commitment to the division of corrections;

(i) Views of the person preparing the report as to the offender's motivations and ambitions and an assessment of the offender's explanations for his criminal activity;

(j) An explanation of the offender's criminal record, if any, including his version and explanation of any previous offenses;

(k) A recommendation as to disposition by the court.

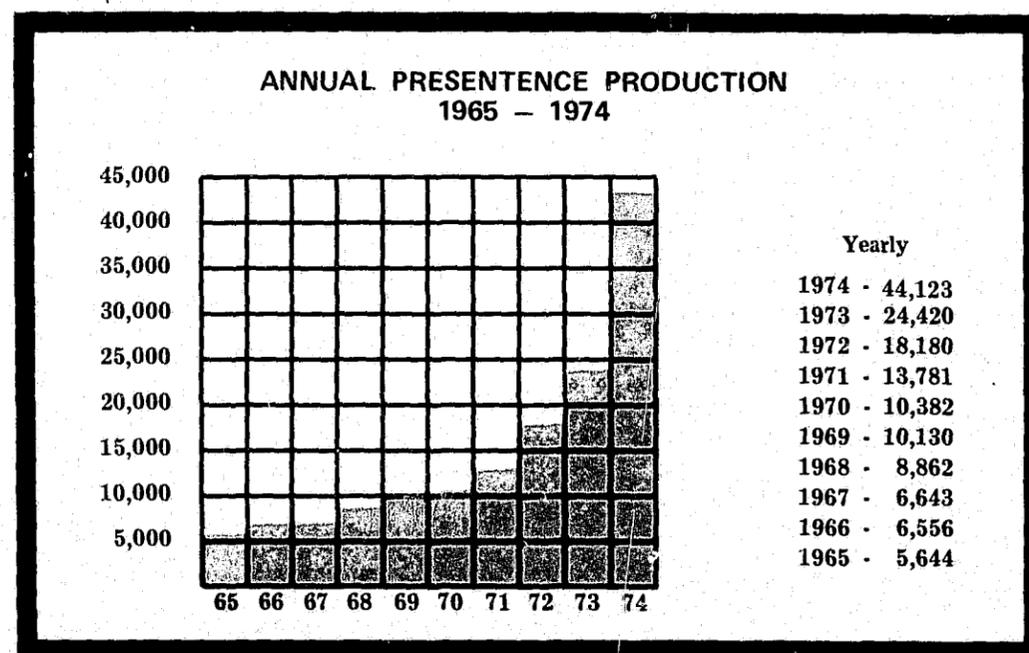
It shall be the duty of the commission to make a written determination as to the reasons for its recommendation. The commission shall include an evaluation of the following factors:

1. The appropriateness or inappropriateness of community facilities, programs, or services for treatment or supervision;

2. The ability or inability of the commission to provide an adequate level of supervision for the offender in the community and a statement of what constitutes an adequate level of supervision,

3. The existence of other treatment modalities which the offender could use but which do not exist at present in the community.

As evidenced by the details outlined in the statutes, the presentence investigation is intended to be and should be a comprehensive diagnostic report designed for multipurpose use. It provides the court with background information to be utilized in considering: whether a person should be placed on probation under standard conditions; whether the offender should be placed on probation with the special condition that he participate in the Multiphasic Diagnostic and Treatment Program; or whether the person should be sentenced to prison and, if so, the length of sentence to be served or the extent of the probation term. It provides the Division of Corrections with background information to assist them in classifying the newly received inmate for degree of custody or security as minimum, medium, maximum. It also provides other information to prison officials for determining appropriate programs and rehabilitative treatment. It provides the Division of Corrections with information which assists them in making work release determinations. It provides the Parole and Probation Commission and Hearing Examiners with vital information which is utilized in conjunction with parole interviews; and provides the Parole and Probation Officers, whether the person is on parole or probation, with a case history from which he can base treatment and rehabilitation recommendations.



The demands for presentence investigations are staggering as reflected in the Annual Presentence Production chart. In addition, under the new law the presentence investigation MUST be prepared on ALL felons which will further drain the investigative capability of the Commission unless more staffing is provided.

The presentence investigation is the major investigative report in the parole and probation system and it accounts for the majority of investigative work units. However, there are several other types of investigative reports which are an integral and necessary part of the system.

THE POSTSENTENCE INVESTIGATION is an investigation report similar to the presentence investigation, but prepared only when no PSI was requested by the court. Eventually when presentence investigations are prepared on all felons the postsentence will be phased out.

THE PREPAROLE INVESTIGATION clearly sets forth the evaluation of all elements in the parole plan and probable opportunities it offers the inmate. Careful analysis of the proposed employment is made to determine whether the inmate can earn a living and support himself and his dependents. All people on parole are required to be gainfully employed if physically able to work. Employment may be approved on the parolee's own farm or in his own business providing it is a legitimate enterprise and appears to afford adequate earning capability. During the course of the investigation the employment is confirmed with the employer which provides assurance to the releasee that he has a job waiting for him.

Careful analysis is made of the proposed residential situation by contacting members of the family and visiting the home situation.

Any adverse community attitude which might endanger the chances for success of the parolee is pointed out in the report. Changes involving family members or close friends are also noted along with attitudes or other factors surrounding the family situation. Details such as the need for driver's licenses, availability of transportation to and from work, and the projected constructive or adverse influence of his associates are outlined. In conclusion, a careful analysis is made of the placement plan taking into consideration the parolee's suitability for the proposed job, the home situation, and the credibility of the entire plan.

THE MANDATORY CONDITIONAL RELEASE INVESTIGATION is very similar to the preparole investigation. The proposed plan is verified, primarily to insure that it does exist. The same criteria for suitability of a parole plan do not necessarily apply in Mandatory Conditional Release Investigations because it has no bearing on whether he will be released or not. If either a bonified residence or employment situation exists the other can likely be secured. If there is no suitable plan, the local office attempts to develop a plan in preparation for the releasee's arrival. The inmate is utilized as much as possible to assist in developing the plan, but if he has no plan whatsoever the local office attempts to establish one.

PARDON BOARD INVESTIGATIONS provide information to the Governor and Cabinet (formerly the Pardon Board) to consider granting executive clemency.

The pardon report provides a complete arrest record since release from prison and a list of all convictions. A summary of the pardon applicant's life is provided including family history, marital and dependent status, educational achievements, employment history, financial status, expressions of interested citizens, and leisure time pursuits. The attitude, demeanor and general behavior of the pardon applicant, and other information pertinent to the Governor and Cabinet in making a judicious decision concerning granting of executive clemency is included. The report also contains a recommendation from the Parole and Probation Commission.

OTHER STATE INVESTIGATIONS provide information to the other 49 states concerning suitability and feasibility of a parole and probation plan in Florida. Investigative data, concerning presentence investigation and other requested information, is also provided through the reciprocal agreement with other states.

WORK RELEASE INVESTIGATIONS are prepared which cover information on County Jail inmates who are being considered for work release. The employment proposal is verified and analyzed regarding worthiness of the release program. The information is provided to the court for final decision in determining placement in work release program.

SECURITY INVESTIGATIONS are prepared for the Division of Corrections at the request of inmate classification officers. They provide information to help determine suitability of people to visit or correspond with the inmate. The report helps the classification officer make the decision as to whether the person will have a constructive and beneficial influence on the inmate. Such things as arrest records, if any, employment, residential situation, relationship and interest in the inmate, purpose for visit or correspondence and other information is included in the report.

OTHER INVESTIGATIONS include queries from other district offices throughout the state regarding plans to transfer supervision, information for other districts to include in their investigative reports, follow-up data on visits or unauthorized trips by parolees or probationers, and miscellaneous information of all types.

The following chart shows the investigative production and workload units produced by this agency during the fiscal year ending June 30, 1974.

PAROLE AND PROBATION INVESTIGATIVE PRODUCTION			
1973-74			
INVESTIGATIONS	WORK UNIT VALUE	WORK UNITS PRODUCED	INVESTIGATIVE PRODUCTION
PSI Misdemeanant A	4	33,396	8,349
PSI Misdemeanant B	4	66,960	16,738
PSI Felony A	4	54,124	13,526
PSI Felony B	4	22,188	5,510
Post State	3	9,015	2,954
Post County	3	1,548	512
Pre-Parole	3	10,063	3,350
Mandatory Conditional Release	3	1,257	419
Pardon	4	3,044	760
Other State	3	11,988	3,989
Work Release	1	1,184	1,184
Security	1	722	722
Release On Recognizance	1	7,308	7,308
Other	0		20,222
TOTALS		222,797	85,543

SPENDING A DOLLAR TO SAVE \$15 IS JUST GOOD BUSINESS

Florida's parole-probation-rehabilitation program earns the state's hard-pressed taxpayers millions of dollars every year, along with the renewed hopes and rekindled dreams of thousands of citizens on their way back to self-respect.

The financial windfall is very real. The human return is incalculable.

Small wonder that the Florida Parole and Probation Commission wants every offender with a decent chance at making it "outside" to have the chance.

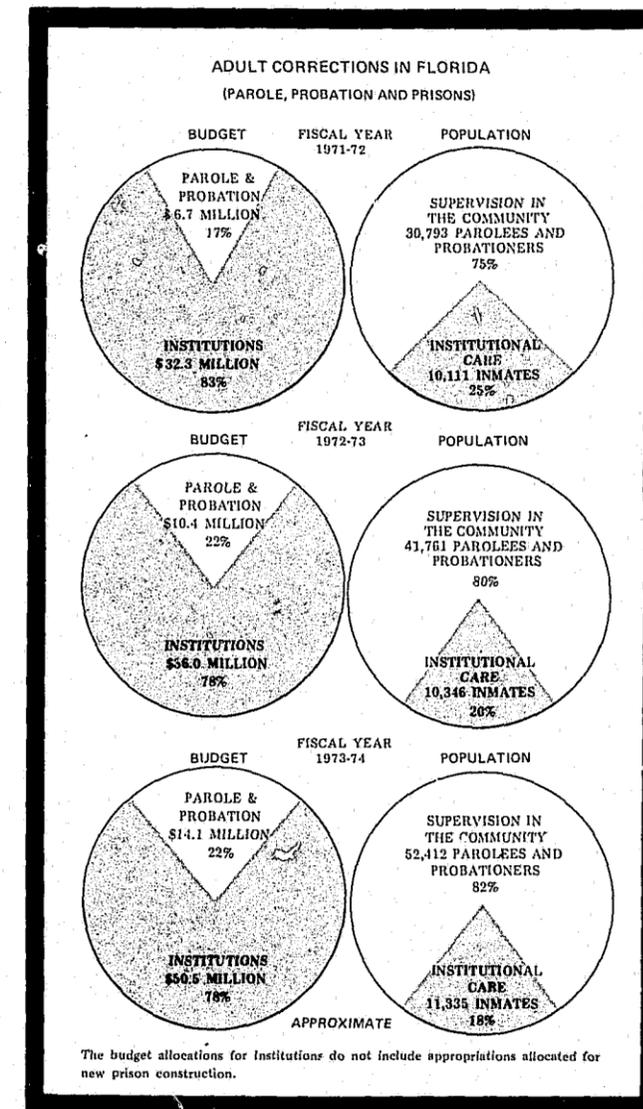
The logic is obvious. So, however, are the problems.

One might expect that a program returning a profit of several million dollars annually would never suffer from under-financing. The parole and probation system DOES suffer.

Cold facts demand that under-financing should never occur.

These facts include the following:

- * It costs about 80 cents per day to supervise a parolee or probationer.
- * It costs about \$15 per day according to correction officials to confine the same offender.
- * The average releasee under supervision pays more than \$200 in taxes, the money going directly into the state general fund, from which parole-probation operational costs are paid.
- * Parole and probation releasees spent more than \$200 million last year, from money they earned while under supervision of the Commission.
- * Parolees and probationers who could have otherwise been in prison, contributed millions of dollars in support of their families.
- * Victims received more than \$500,000 as re-



As reflected in the budget comparisons of prisons and the parole and probation system, and the population comparisons, more monetary commitment is justified in the community-based parole and probation functions.

Not only more concentration in funding, but the accompanying program improvement should be demanded as a condition of the increased appropriation's allocations.

imbursement for damages from parolees and probationers working in the free community under supervision of the Commission.

- * Incalculable is the amount of money in welfare and aid to dependent children---but educated estimates place that amount in the millions of dollars.
- * Probably most important is the HUMAN saving--the lives reclaimed, the future potential criminal rehabilitated, the future crime uncommitted, the family unit reunited, the children given the opportunity to grow up in a home with both parents.

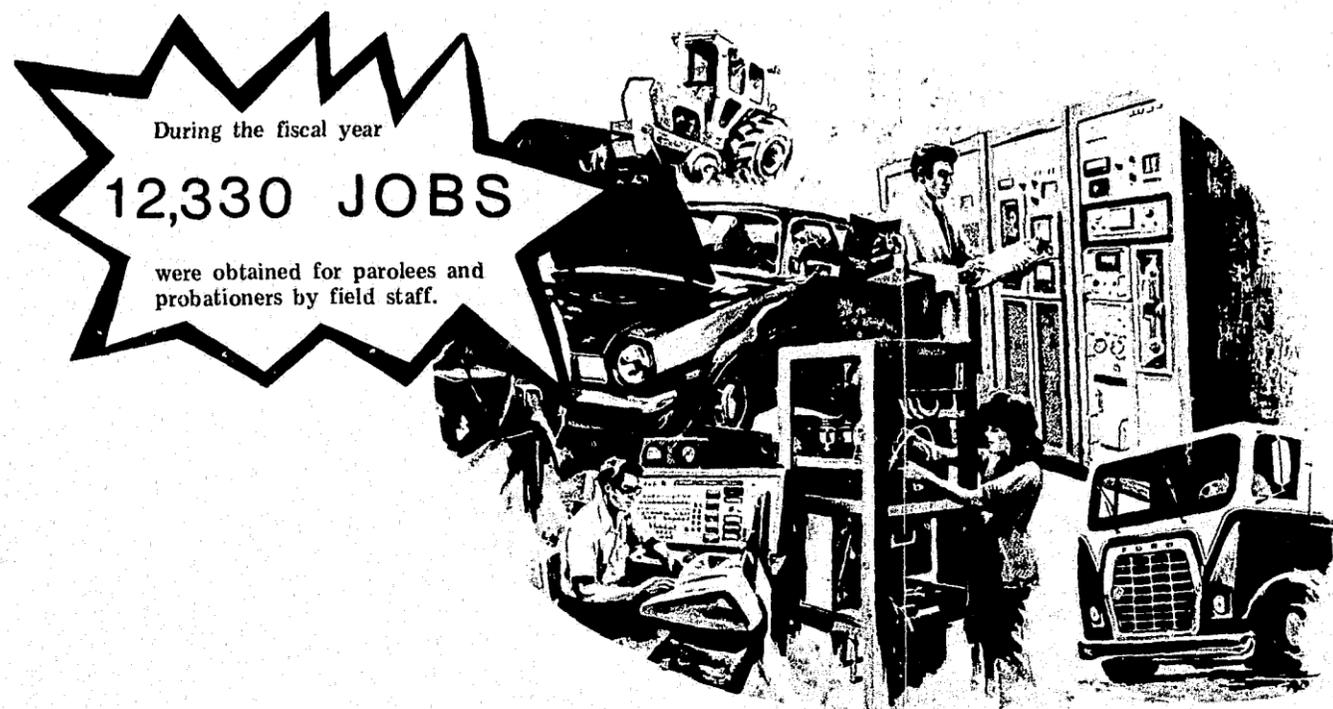
Parole and Probation Commissioners today face a grim struggle to continue to offer the same programs (and well-conceived new ones) with the money they are permitted to spend.

Although the parole and probation system is responsible for over 80% of the state adult offender population, the corresponding percentage of funding is not allocated to parole and probation. In addition, the budget and population comparisons, as reflected on the graph on preceding page, do not include capital outlay for prison construction.

Even though it costs MORE THAN 15 TIMES AS MUCH TO CONFINED A FELON OFFENDER AS IT DOES TO SUPERVISE HIM AS A RELEASEE the funds have not thus far been provided to release offenders when they reach the appropriate stage of their confinement.

The damage is immeasurable. It is generally admitted that an offender has a far greater chance of reverting to his criminal ways when he is continued in confinement after a given point. When funds are not available to supervise the offender and he is forced to remain in prison, Florida taxpayers are paying 15 times the price they would pay otherwise.

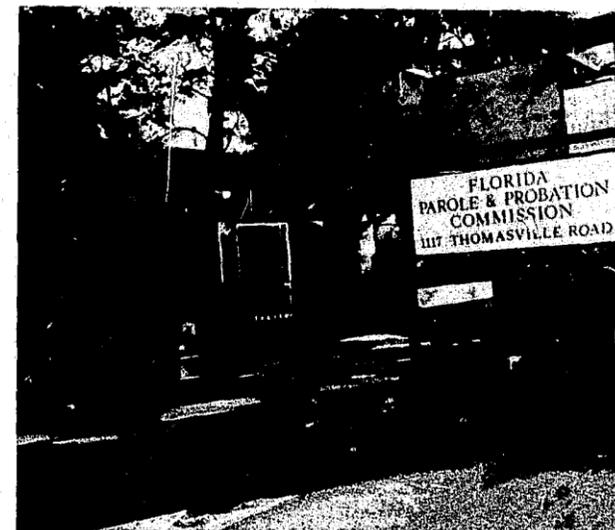
FIFTEEN times! Is it worth it?



CENTRAL OFFICE: A HUB OF ACTIVITY

The Parole and Probation Commission establishes the philosophical concepts and sets the policies for the parole and probation system. The Chairman of the Commission is selected by its members and serves for a period of two years. Regularly scheduled Commission meetings are held in Central Office and in accordance with Florida's "Government In The Sunshine Law." The meetings are open to the public and cover a wide range of subject matter. A majority vote is necessary on all decisions.

The Commission is responsible for all releases on parole as well as post-release supervision which pinpoints responsibility of successful supervision with the authority for release. This establishes accountability and prevents reckless release practices without due regard for the safety and welfare of society.



The Central Office, in Tallahassee, provides statewide coordination and leadership.

The parole and probation system in Florida is one of the finest in the nation and its use of reasonableness in parole decisions has helped maintain a plausible balance between extreme liberalism and conservatism in regard to releasing practices.

The Commission is also charged with the responsibility of providing presentence investigations on all felon offenders which include a recommendation concerning probation or prison on an individual case basis. This information is provided to the courts for their use in making final sentencing determination...whether probation or prison.

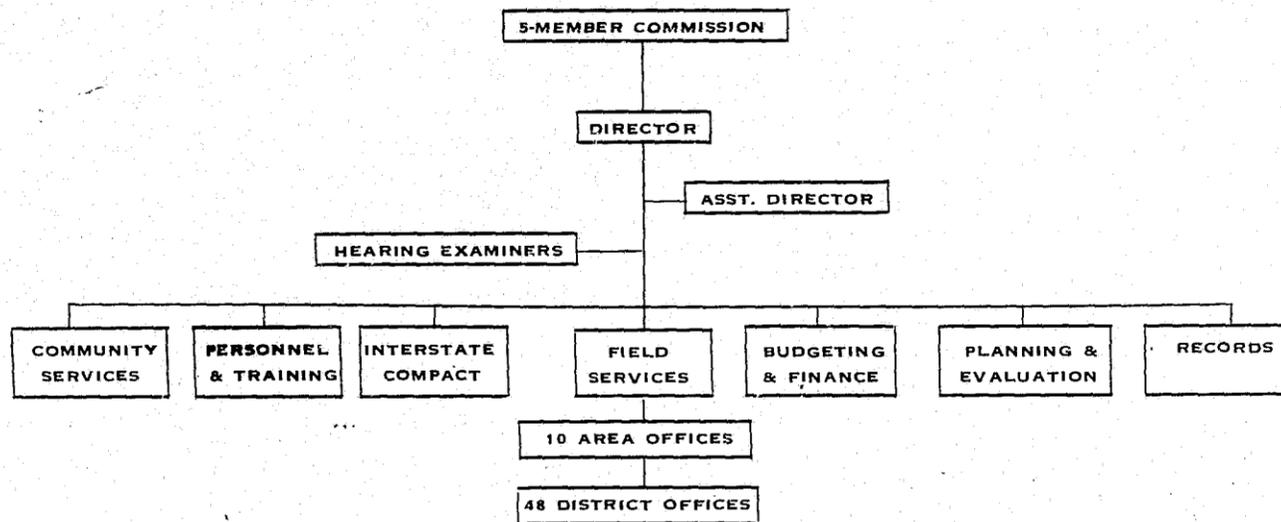
The parole and probation system in Florida establishes a system of checks and balances with responsibility for successful probation supervision clearly identified with the agency who has authority for making recommendations to the court....although the court makes final determination concerning the granting of probation.

The Central Office, located at 1117 Thomasville Road, Tallahassee, provides a means for statewide administration of parole and probation services. It promulgates uniformity and standards of operation for the ten geographical areas of the state.

Inmate and parole casefiles are maintained in the Central Office; the Commissioners also maintain their headquarters at this location; budgeting and financing is controlled; interstate compact transfers are accomplished; research and planning is provided and statistics maintained; community services activities are administered and coordinated; personnel records are maintained and hiring of new personnel coordinated; parole releases are coordinated; and all programs are under constant review and monitoring.

The Director of Parole and Probation is responsible for administering all phases of the agency's operational and administrative activities which assures effective and proper interpretation and implementation of Commission policies and procedures. Regular staff meetings are conducted with division heads to stimulate innovative and progressive programs, identify problems and solutions thereof, and to direct activities so that all programming interfaces into a cohesive and productive organization in accordance with statutory guidelines, agency goals, and overall objectives.

The functions of Central Office administration are divided into eight primary components which include Field Services; Community Services; Planning and Evaluation; Personnel; Budgeting and Finance; Interstate Compact; Assistant to the Director; and Records.



William C. Kyle, Jr.
Director of Field Services

FIELD SERVICES

The Director of Field Services is responsible for administration of field services through the ten Regional Directors. Regular conferences are held with the Regional Directors to review operational and programmatic functions, to isolate the administrative problems, and to coordinate and direct field functions. Visits are regularly scheduled to each area, the 48 district offices, and other field offices to monitor operations and provide necessary program review.

He keeps the agency director closely apprised of any significant problem areas, assists him with the budget and legislation, and in making major administrative and operational decisions.

Field operations are the heartbeat of an effective parole and probation system. They provide investigative and supervisory help to all twenty Judicial Circuits of the state.....and help assure that the functions of parole and probation are responsive to the needs of the community.

COMMUNITY SERVICES



Leonard E. Flynn
Director of Community Services

The major efforts of Community Services, during Fiscal Year 1973-74, have been directed toward implementing Structured Treatment Programming on a statewide basis, which adds more structure to the parole and probation supervisory process; beginning a statewide system of Multiphasic Diagnostic and Treatment Programs, which are residential centers for probationers and provide alternative programs to the courts to imprisonment; increasing the number of parolees and probationers participating in educational/vocational and other self-improvement programs, including the development of life skills; and improving the quality of existing community involvement in volunteer programming.

In addition a VISTA volunteer program was launched to provide needed manpower. (See page 13 for VISTA program summary)

Structured Treatment Programming is committed to involve parolees and probationers in as many community-based programs as possible during the probation or parole term. The vast majority, if not all, of the people given the opportunity of probation or parole should be participating, on a continuing basis, in one or more constructive self-improvement programs during the supervisory term.

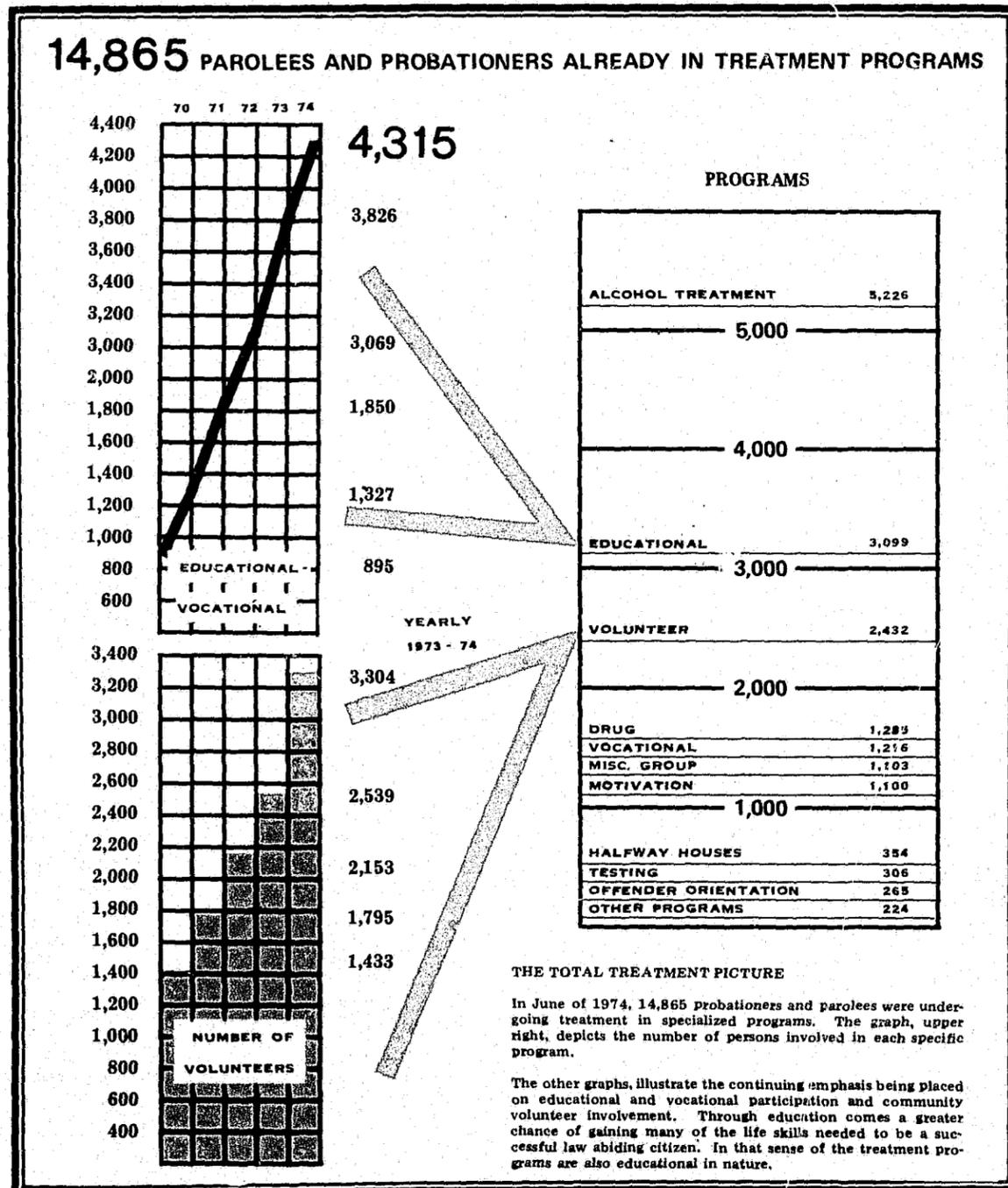
Structured Treatment Programming provides the structure to assure participation by the offender in meaningful programs such as alcohol and drug prevention, job training, educational improvement, group therapy of various types, DWI schools, recreational courses, handicrafts, motivation programs, volunteer programs, and others which will help make him or her a better person. The core of the program is the rallying of all available community resources into a unified effort which will have greatest impact on rehabilitating the offender.

The Multiphasic Diagnostic and Treatment Centers provide short-term residential capability with concentrated group therapy improving self-concept and discipline, developing pride and responsibility, and establishing respect for the personal and property rights of others.

The volunteer community involvement program encourages citizens to become involved in the rehabilitative process by working as "role models," serving on citizen advisory committees, and providing specialized services such as tutoring, dental, psychological, and a host of others.



Community Services, for the coming year, will concentrate on the improvement of the quality of the programs as outlined above. Efforts will continue in developing public education and understanding concerning the parole and probation process in order to establish an atmosphere of receptivity for probationer residential centers and other similar endeavors. Maximizing the utilization of community resources and involving parolees and probationers in self-improvement programs will continue.



INTERSTATE COMPACT



Charles H. Lawson
Interstate Compact Administrator

When the Florida Parole and Probation Commission was first organized, one of the earlier recognized problems was that of the interstate movement of their parolees and probationers while assuring control, contact and proper supervision. As a result of this concern, Florida became signatory to the Interstate Compact for parole and probation supervision in December of 1941. The Compact was signed by Governor Spessard L. Holland as authorized by the 1941 session of the Florida Legislature.

In 1942, the Interstate Commission on Crime was integrated with the Council of State Governments and since that time the Council of State Governments has provided valuable service to all states, acting as secretariat for the Interstate Compact Administrators Association. The Interstate Parole and

Probation Compact has developed into an outstanding example of cooperation between the states.

The Interstate Compact for parole and probation is the first Compact to become signatory by all fifty states, the Virgin Islands and Puerto Rico. Evolving out of this Compact is the Interstate Compact for Juveniles, the Corrections Compact (enables prisoners to be transferred across state lines to serve prison sentence near home), and the Interstate Agreement on Detainers (enables the prisoner or prosecutor to meet detainers in other states while serving a sentence in the state of original jurisdiction).

This Interstate Compact for parole and probation supervision was originally designed to provide an efficient and workable method for a person under supervision to leave the state of conviction and proceed to another state for employment, education, family or health reasons and, at the same time, would guarantee the quality of supervision in the receiving state as afforded in the sending state. By means of the Compact the state of original jurisdiction where the crime was committed retains authority over the convicted person and is kept informed as to his whereabouts and activities. Additionally, the sending state is provided with violation reports when such violations occur and the sending state has the prerogative of returning its serious violators for a revocation hearing without going through the time consuming and expensive extradition process.

One of the significant features of this Interstate Compact is found in public safety and improved parole and probation practices (when properly handled). Prior to the establishment of the Compact, thousands of convicted felons were permitted to leave the state of conviction with no verified or approved plan in the receiving states. On occasion, dangerous criminals were released by sister states without the knowledge of of any official body of the receiving state.

Regretfully, this problem and practice has not yet been overcome, however, the Compact was designed to prevent such occurrences by means of establishing a systematic method for the receiving state to verify and approve a plan before the parolee or probationer is permitted to enter the receiving state for supervision purposes.

In addition to transferring cases, our sister states have been very helpful to Florida in providing information for the required Presentence Investigations. This verified information is necessary for the judges to make proper and adequate decisions during the sentencing process and enables us to routinely transfer the person to the home state if placed on probation and accepted by the receiving state.

Over the years Florida has experienced a large volume of arrests and convictions by out of state residents. Thus, the Interstate Compact has been an effective vehicle in the orderly transfer of these persons back to their home state. As of June 30, 1974, Florida had 3,059 probationers and 954 parolees out of state under Interstate Compact supervision while supervising 1,663 probationers and 704 parolees for the other states.

According to the most recent information received from the report of the "The Interstate Movement of Parolees and Probationers Under the Parole and Probation Compact" as published by the Council of State Governments, Florida had more parolees and probationers out of state than any other state reporting and was in the top 3 of the other reporting states for supervising out of state parolees and probationers in Florida for the same period of time.

BUDGETING AND FINANCE



Bobby G. Paulk

Director of Finance & Accounting

The Budgeting and Finance Section is responsible for all fiscal activities of the Commission. These activities include payroll, purchases of supplies and equipment, payment of operating expenses, leasing of office space, payment of travel, maintaining inventories of capital equipment, and processing expenditures of federal grants according to various federal and state guidelines. During an average month over 3,000 salary warrants are processed with a total monthly payroll cost in excess of one million dollars.

In addition to the payroll, we process monthly approximately 2,000 vouchers and invoices for the payment of travel, telephone, leases, and other miscellaneous items. About \$820,000 in Federal Grants were administered during the fiscal year.

Purchasing procedures and regular contact with the Department of General Services, Division of Purchasing, assure that purchases are made at minimum cost with formal and advertised bids from vendors, as appropriate.

This section maintains a supply room and a print shop which prints forms at a rate of five million copies per year.

Because of the very rapid growth rate of the Commission, this section is experiencing a tremendous expansion in the volume of transactions processed. We are currently in the process of implementing a fully Automated Accounting System. This system will enable us to better control the fiscal operations of the Commission and provide the means for more timely reporting.

A complete statement of appropriations, revenue, expenditures and fund balance is located on the following page.

FLORIDA PAROLE AND PROBATION COMMISSION

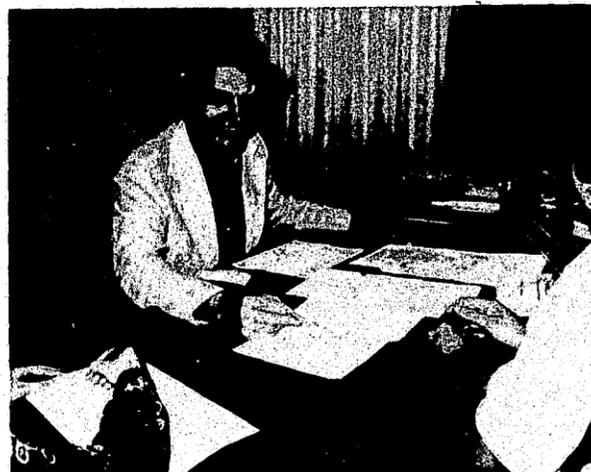
CURRENT FUNDS

STATEMENT OF APPROPRIATION, REVENUE, EXPENDITURE AND FUND BALANCE

For Fiscal Year Ended June 30, 1974

	GENERAL REVENUE	GRANTS AND DONATIONS	SECURITY DEPOSIT TRUST FUND	RESTITUTION ACCOUNT	REVOLVING ACCOUNT
	\$	\$	\$	\$	\$
Fund Balance:					
July 1, 1973	-0-	-0-	41,867	121,646	
Appropriations and Revenue:					
Salaries	10,253,615	594,912			
Other Personal Services	149,649	4,284			
Expenses	2,583,137	140,792			
Operating Capital Outlay	294,682	2,508			
Food Products		40,000			
Additional Appropriation	233,057	242,396			
Deposits from Clients				257,342	
Total Appropriations	13,514,140	1,024,892			
Revenue	2,619				600
Total Appropriations and Revenue	13,516,759	1,024,892		257,342	600
Total Revenue and Appropriation Balance	13,516,759	1,024,892	41,867	376,599	600
Less: Reserve	229,557		11,867		
Total Available	13,287,202	1,024,892	30,000	376,599	600
Expenditures:					
Salaries	10,483,980	691,198			
Other Personal Services	81,939	22,075			
Contractual Expenses	1,115,352	46,272			
Supply Expense	144,589	14,507			
OCCO Expenses	919,796	28,962			
Operating Capital Outlay	293,399	2,262			
Food Products		17,646			
Refunds			11,340		
Payments-Restitution Account				254,953	
Total Expenditures	13,039,055	822,922	11,340	254,953	
Unexpended Balance					
June 30, 1973	248,147		18,660	121,646	600
Add, Reserve	229,557		11,867		
Less, Reverted to G/R	475,085				
Less, Deposited to G/R	2,619				
Less, Deposited to GCCJ		31,848			
Fund Balance					
June 30, 1974	-0-	170,122	30,527	121,646	600

PERSONNEL AND TRAINING



John Madden
Personnel Officer

Over the past fiscal year, the functions of the Personnel Department were expanded to include Staff Development, Safety Program, Workmen's Compensation, Equal Employment Opportunity and Agency administrative procedures in addition to maintaining the existing functions of payroll, recruitment, testing, reclassification, and employee benefits.

In the area of personnel the department is engaged in the performance of the overall operation of Agency payroll in accordance with the current Personnel Rules and Regulations from several funding sources.

During the fiscal year the payroll section implemented the pay adjustments for all employees including several geographic pay differentials; surveys for the Legislature, conducted special studies, pre-

pared a procedures manual and training programs to provide assistance to the Area, District, and Sub-Office personnel in the processing of all necessary functions and forms in regard to all matters concerning Agency personnel, correspondence and reports or personnel action reflecting each original appointment, promotion, transfer, separation, all salary changes; and any other personnel transactions pertinent to the employees' salary or status.

Our Agency's basic concept is to help people and protect society. Our payroll section's concept is to help the Agency's employees by maintaining liaison with all personnel; keeping them advised of all current Personnel Rules and Regulations and any Agency policy changes; helping solve problems and improving the communication between the field staff and Central Office personnel.

The Personnel Department serves in a liaison capacity between the Agency and the Department of Administration, Comptroller's Office, Retirement, State Health Insurance Office and many other state agencies' personnel offices.

The payroll section is responsible for processing all payroll transactions, including the change orders submitted to the Comptroller's Office for the issuance of the salary warrants for all the Agency's payrolls.

During the fiscal year, there was an estimated 10,000 transactions made on the change orders regarding salary, exemptions, county and retirement codes, job class, transfers and miscellaneous deductions.

During the fiscal year 1973-74, there were 786 new employments processed and 571 terminations. There was an average of 30 promotions and 75 merit increases processed each month.

On July 1, 1963 our Agency had 240 authorized positions, on July 1, 1973 we reached 1,348 positions and on June 30, 1974 we had 1,388 positions.

The Personnel Department handles all the establishment, classification and reclassification of all Agency positions, the leave account for all Agency employees and all Workmen's Compensation claims.

Position Classification Data:

Est. of New Position	Submitted	271
Reclassification of Est. Pos.		45
Transfer		225
Add/Delete		26
Update		12
TOTAL ACTIONS		579

Workmen's Compensation from 1/1/74
(Self-Insured)

Claims Submitted	Type
1	Lost Time
7	Medical Expense

During the past fiscal year, the Agency has been involved in the furtherance of the Equal Employment Opportunity concept in all aspects of the Commission's employment program. During Fiscal Year 73-74 the Commission established an Affirmative Action Policy in which the program for insurance of Fair Employment Practices was developed. An Equal Opportunity Committee made up of representatives of the Commission statewide was formed as a further method of promoting Affirmative Action in all areas of Commission activity. The Agency is continually striving to insure an equitable representation of minority and female employees at all levels of Commission employment.

During the Fiscal Year, 1515 applications for professional positions were received, 873 professional examinations were given with 445 persons who failed, 407 who passed and 21 who withdrew from the exam. Of those persons who passed, 210 received appointments as Parole and Probation Officer I's, 115 remained on the eligibility lists(s), and 82 either refused employment offers or were placed in inactive status.

To insure uniformity and improve expediency in the Agency's testing processes, the eligibility list(s) were updated in March, 1974, and improved methods of distribution were enacted. Additionally, the recruitment section revised its method of conducting background investigations thereby completing them in a shorter length of time. The oral interview rating sheet was also revised to allow for more objectivity and further remove the chance of discrimination in this phase of the testing process.

On-campus recruitment was conducted at all major Florida State Universities. New recruitment posters were created and are being used as advertisement locally and on college campuses.

The Commission has during Fiscal Year 73-74 established a positive safety program in conjunction with the State of Florida Insurance Commission and their Bureau of Risk Analysis and Lost Prevention. This program is aimed at employees involved in all aspects of Commission activity and is designed primarily to reduce the risk of employee accident exposure through regular inspection of Commission facilities, training evaluation of all hazards to employee well-being.

The Personnel Department maintained payroll deduction program for Health, Life, Auto and Home Owners Insurance Program, Savings Bonds, Credit Union and United Fund contributions.

The Fiscal Year 1973-74 operating budget included a training staff consisting of a Training Manager, 2 Training Specialists, and a Secretary II. This marked the first time in the Agency's 33 history that it had a staff to deal exclusively with the problem of staff development.

The new staff immediately set out establishing minimum standards and goals in 6 areas of training. The minimum standards were established in conjunction with the Governor's Ad Hoc Committee on the Upgrading of Criminal Justice Personnel and through a demographic questionnaire sent to the Agency's professional staff members. The six established areas of training are pre-service, orientation, inservice, specialized, management, and secretarial. A breakdown of activities in each of these areas follows.

It has become increasingly apparent that the majority of this Agency's training has had to come from outside sources because of limited manpower committed to the training effort. The use of outside resources

should be an important addition to any training program, but not dictate it. In order to meet the needs of this Agency, more and more of the training must be done "in-house". This can only be accomplished by increasing manpower, in the form of Area Trainers, to teach those inservice courses developed by the existing staff.

Twenty-five new officers having between 6 months and 1 year experience with the Agency attended an "Introduction to Corrections" course offered in conjunction with Manatee Junior College in Bradenton. The one-week course was designed to give new officers a "basic floor of knowledge" of the Criminal Justice System and the target group consisted of those officers who had little or no exposure to correctional courses while in college. The course included 14 guest lecturers from 10 Criminal Justice or related agencies such as Division of Youth Services, Division of Corrections, Police Standards Board, Bureau of Alcoholic Rehabilitation, and so on.

For Fiscal Year 1973-74, the Agency hired 213 new Parole and Probation Officer I's. These new officers receive a minimum of 60 hours classroom and on-the-job orientation training through a decentralized training plan. Parole and Probation training institutes have been established at Miami-Dade Junior College, Broward Community College, Palm Beach Junior College, Manatee Junior College, and Florida Junior College for the purpose of providing a structured, uniform orientation program to new professionals. Training Staff is involved by providing the Institutes with the minimum standards and goals and the uniform training outline. A total of 12,780 hours of orientation training was administered by Agency Staff.

A total of 417 employees, including professional, para-professional, and clerical, attended some form of inservice training during the Fiscal Year totaling 12,936 hours. In addition to the Agency taking advantage of workshops, seminars, conferences, and other training offered by outside sources, a number of in-house programs have been established by the training staff. One and a half day Area Conferences, involving key Administrative Staff and all professional and para-professional field staff, have been established. Conferences were held in each of the Agency's 8 Areas and were designed to keep field staff abreast of the changing nature of their job and give them the opportunity to meet with and interact with Central Office Administrators.

Training Staff set up one-day tours of Community Correctional Centers for professional employees at Glades Correctional Center. Additionally, professional staff members were allowed to attend Revocation Hearings at Lake Butler. This program's objectives were two-fold: one, to show punishment and rehabilitation in an institutional setting and two, to give a better understanding of revocation and majority hearing procedures.

Additionally, District and Area Supervisor's Conferences were held in Tallahassee on 4 occasions throughout the year.

Specialized Training is that training designed to give the officer new job skills relative to his work. One hundred thirty eight officers attended a variety of specialized training totaling 4,995 hours. Specialized training established by staff include Alcohol Rehabilitation at Avon Park, Drug and Drug Abuse Training, MMPI (Minnesota Multiphasic Personality Inventory) training, FCIC Terminal Operation, Reality Therapy, and Transactional Analysis.

The objective for management training is to give the supervisor/manager the skills necessary to manage an office and/or professional officers. Two hundred fifteen supervisors attended some form of management training totaling 7,923 hours. Management courses offered by the Department of Administration, Bureau of Personnel Relations and Training contributed greatly to this Agency's program. The breakdown of personnel attending is as follows: Basic Principles of Supervisory Management, 127; Development Supervisory Leadership Skills, 76; Leadership Development, 27; and Employee Performance Evaluation, 41.

Not included in the statistics is a special 6-hour course offered in conjunction with the University of Miami entitled Team Building Management. Every employee of the Miami Area and District Offices, 161 employees, attended, accounting for an additional 966 hours of management training.

During the fiscal year, the Agency established an annual inservice training conference for secretarial and clerical employees statewide. This year's first annual conference included the head secretaries from the Commission's 20 largest offices and all Area Secretaries. The conference/workshop objective was two-fold: one, to keep clerical staff abreast of the changing nature of this Agency's goals through contact with key Central Office Administrators and two, to discuss the problems of local secretarial training and begin formation of an Agency Secretarial Training Manual.

Six hundred fifty six employees (professional, para-professional, and clerical) attended training workshops and conferences totaling 40,913 hours spent in staff development, excluding the Area Conferences where all professional and para-professional employees received 12 hours apiece inservice training. These figures represent a 26% decrease in the number of employees trained, but a 164% increase in the number of hours spent in training over fiscal year 1972-73. This greater selectivity of training participants is a result of this Agency's involvement in individualized and specialized training needs.

During the fiscal year 1973-74, fifty-six college and university students interned in sixteen different Florida cities. The number of field placements for this year, has more than doubled that of last fiscal year. Additionally, the number of participating colleges and universities have almost doubled, with four new universities being recruited this year, bringing the total to nine. The four universities are Florida International University, the University of Tampa, Pennsylvania State University, and the University of Illinois. Another field placement program is presently being developed with Shaw University, Raleigh, North Carolina.

INTERNS FOR FISCAL YEAR 1973-74

UNIVERSITIES	NO. INTERNS
Fla. International University	2
Pennsylvania State	1
Florida State University	14
Florida A&M University	9
Gulf Coast Community College	1
University of West Florida	1
University of South Florida	25
St. Leo College	2
University of Tampa	1
TOTAL	56



Sunil B. Nath

Director of Planning & Evaluation

PLANNING AND EVALUATION DIVISION

The Florida Parole and Probation Commission has the line responsibility of reintegrating convicted offenders into society and of providing alternatives to incarceration. In order to successfully accomplish these goals, a thorough understanding of the offender is required so that programs and decisions regarding parolees and probationers will be applicable. It is therefore essential for the Commission to develop and maintain the capability to assess and evaluate its functions on an ongoing basis.

The requirement for viable research and evaluation activities within the Florida Parole and Probation Commission has expanded significantly in recent years. Aside from the obvious merits of a well planned program that can be justified on the basis of

a scientific evaluation; the acquisition of federal funds is now dependent upon thorough research, comprehensive planning and objective evaluation. The Planning and Evaluation Division of the Florida Parole and Probation Commission has mirrored these requirements through expansion of its functions and capabilities.

Development of Capabilities

The Commission recommended in its 31st Annual Report (June 30, 1971), the development of a research and planning capability. However, by 1972, the Statistics and Research Section consisted of only one professional position. Activities of this statistical section were limited to recording and compiling data for budgetary requests, annual reporting and other information purposes.

This statistically based structure did not provide the requisite in-depth research and/or evaluation capability for measuring cost effectiveness of programs, determining the feasibility of continuing or modifying specific programs, identifying predictive parole factors, or providing scientific analysis of operations which would aid in improving the Commission's efficiency and effectiveness.

Early in 1973, the Commission initiated an in-house research and planning function. This newly established Research, Statistics, and Planning division was charged with the additional task of conducting ongoing scientific investigations designed to empirically assess the relative strengths and weaknesses of all parole and probation programs and activities. The operation of the division was firmly based on management by objectives concepts.

Late in June 1974, the Research, Statistics and Planning Division evolved into the Planning and Evaluation Division with expanded duties and capabilities. The activities of fiscal year 1973-74 discussed herein, are a positive outcome of the development of the Florida Parole and Probation Commission's research and evaluation functions.

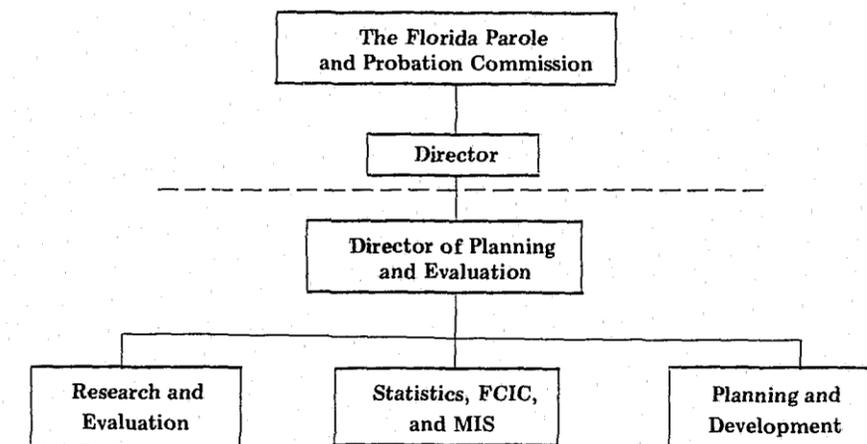
To maintain a high level of effectiveness in the administration and supervision of parole and probation activities, the Florida Parole and Probation Commission must constantly undergo self-evaluation. It is essential to keep abreast of the latest trends and policies in criminal justice procedures so that the Commis-

sion can reassess its current programs, effectively plan for the future, and achieve constructive communication between related agencies of the Criminal Justice System.

Accordingly, the Planning and Evaluation Division conducted a review of the Corrections Report of the National Advisory Commission on Criminal Justice Standards and Goals to assist the Florida Parole and Probation Commission. Conclusions derived from the Commission's assessment of national standards and goals, were given consideration in the discussions and recommendations of the Governor's Council on Criminal Justice Standards and Goals.

Organization

The Planning and Evaluation Division of the Florida Parole and Probation Commission combines the crucial elements of planning, research, evaluation, and statistics. A total ongoing staff of 8 (6 professionals and 2 clerical employees) support one another in the various functions of the division. An additional 9 positions are attached to specific LEAA projects. The division is separated into 3 units: Planning and Development; Statistics, FCIC, and MIS; and Research and Evaluation. While the units have specific responsibilities, each is dependent upon the others in order to realize the goals and purposes of the division.



Planning and Development Unit

The basic functions of the planning and development unit are concerned with comprehensive planning for the Commission's current activities as well as formulating coordinated plans for future activity levels. The planning function necessarily requires close communication and interaction on an interagency basis to assure both an expeditious and effective approach to the state's overall criminal justice planning effort. The planning and development unit provides forward moving, efficient, effective and productive programs as a result of conscientious research and a firm data base. A major factor bearing on the future development and expansion of the capability of the planning unit has been the design and preparation for the implementation of a Management Information System (MIS).

The drafting and revision of a five year Master Plan for the Florida Parole and Probation Commission has been a primary concern of the planning unit during fiscal year 1973-74. The first draft of this document was submitted in April 1974 for agency input. Consequently, the updated version is expected in fiscal year 1974-75.

The passage of Senate Bill 215 had a significant effect on the Florida Parole and Probation Commission. Pertinent to the Planning and Evaluation Division was involvement with the Division of Corrections in a joint planning effort. With a target date of January 1, 1975, planners from the Division of Corrections and the Florida Parole and Probation Commission, aided by the Bureau of Criminal Justice Planning and Assistance, have coordinated their efforts in order to design a joint five year plan involving the two agencies. The purpose of this plan is to provide continuity of offender services in the correctional and parole functions and to establish the most expedient method of serving the goals of the Criminal Justice System.

The preparation of the legislative budget narrative is a responsibility of the planning and development unit. The unit is also charged with surveying recent correctional literature which provides valuable corroborative insights in the development of new and innovative programs.

Another responsibility of the planning unit is the preparation and submission of federal grant applications. Fiscal year 1973-74 saw the approval of federal funds to implement the following programs designed by the Planning and Development Unit:

Research and Evaluation	Pretrial Intervention
Intensive Supervision (Extended grant)	Five Year Management Information
Staff Development	System Masterplan

In addition, application for federal funds to initiate the following programs have been submitted and await approval:

Mutual Agreement Parole Program (Contract Parole)
Maximization of Parole Among the General Prison Population

A pilot program to maximize probation in two judicial circuits was still in the developmental stage at the close of fiscal year 1973-74 and will be submitted in the 1974-75 fiscal year.

Statistical and Management Information System Unit

The foundation of the Planning and Evaluation Division rests on the statistical unit. Agency effectiveness has its roots in the extensive data base necessary for case documentation, assessment of agency performance, and future planning requirements.

Added to the responsibilities of the Statistical Unit in fiscal year 1973-74 was that of the Management Information System, the goal of which is to establish a computerized statistical data base. As part of the federal funding for a comprehensive criminal justice information system, the Florida Parole and Probation Commission was allocated resources to develop a management information system. An outside consulting firm, contracted to provide the Commission with a Five Year Master Plan detailing the requisite information systems and a schedule for implementation, is scheduled to begin its study in early fiscal year 1974-75. The results of this study are expected to demonstrate the utility of an MIS as well as to provide a formalized implementation plan.

To provide the necessary statistics for the Planning and Evaluation Division's functions, the Statistical Unit must work closely with the field staff. Of major concern is the design and implementation of new field data collection forms which will serve to eliminate some of the paper work at the district level, and to improve the accuracy and consistency of the data received. Related to these data collection activities was the placement of three field statisticians on a pilot basis. Under the direction of the Research and Evaluation Unit, these statisticians assist in preparing accurate and timely reports on treatment modalities and other related areas of concern.

An important tool of the statistical unit has been the available state data processing facilities. The Planning and Evaluation Division houses the Central Office terminal of the Florida Crime Information Center (FCIC) which serves as a teletype communications system. The FCIC system is, however, behind schedule in operationalizing its intended basic statistical data on-line function. In addition, the Planning and Evaluation Division has access to a Florida State University computer terminal which is utilized for parole prediction scores and innovative research procedures, and the Carlton Data Center which serves the Commission's administrative needs in terms of fiscal and personnel as well as limited statistical data processing.

Research and Evaluation

The Research and Evaluation unit of the Florida Parole and Probation Commission is charged with providing adequate and competent research on which to base innovative parole and probation programs. This capacity was significantly enhanced with the award of Law Enforcement Assistance Administration (LEAA) funds for research and evaluation. On February 5, 1974, the Commission adopted the following as policy:

Effective at once, the Planning and Evaluation Division shall investigate and evaluate all Commission activities, programs and functions. The immediate emphasis shall focus on fulfilling the specific evaluation requirements present in the recently awarded United States Department of Justice, Law Enforcement Assistance Administration Research and Evaluation grant.

Provided with six additional professional positions funded by the grant, the research unit has begun to assess the relationship between treatment modalities and parole/probation success.

The Commission has further adopted the policy that.....

All demonstration projects, surveys, pilot studies, action grants, and similar projects, shall be under on-going evaluation by the Planning and Evaluation Division to insure proper evaluation before expanding the program statewide.

Fiscal year 1973-74 saw the completion and publication of an extensive evaluation of the Intensive Supervision projects. Ultimately, every program in use will be subjected to a comprehensive evaluation of program achievement by the Research and Evaluation unit.

The agency was awarded certain federal funds during the 1973-74 fiscal year for in-house study and evaluation programs which were coordinated by the Planning and Evaluation Division. Touche Ross and Company was retained to design the Five Year Master Plan for the implementation of the Management Information System previously mentioned. The use of outside consultants is invaluable in promoting timeliness and objectivity in such studies. The National Council on Crime and Delinquency (NCCD) was contracted to conduct a management study which will provide input for the joint planning effort.

Outside assistance to the Research and Evaluation unit was also provided by the University of South Florida and Florida Technological University. The Board of Regents of the State University System of Florida allocated one million dollars to be utilized for specific research projects dealing with state governmental programs. Utilizing funds secured from the Board of Regents, the University of South Florida conducted two studies for the Florida Parole and Probation Commission. These were a \$15,000 communications study under the direction of Dr. Carnot Nelson and a \$14,511 follow-up study of the Intensive Supervision Project under the direction of Dr. Frank Sistrunk. Florida Technological University conducted an exploratory management study under the direction of Dr. Larry D. Rousch which was funded with \$23,865 obtained from the Board of Regents and an additional \$10,000 derived from the Commission.

Outlook

A major consideration in plotting the future direction of the Planning and Evaluation Division will be expanding the scope of the evaluative activity. Evaluative procedures will be implemented on an ongoing basis to determine the relative effectiveness of various treatment programs in terms of goal achievement. Program evaluation is dependent on lapsed time intervals. Therefore, research must be operationally ongoing to insure the reliability of conclusions based on outcomes. Correlation studies are an essential ingredient in directing activities toward overall goal attainment and all programs should be subjected to critical evaluation. The creation of a fully developed information system and adequate statistical capability are basic antecedents to the implementation of comprehensive program evaluation.

Base Expectancy Scores (parole prediction scores) utilized by the Florida Parole and Probation Commission are currently being subjected to careful examination to provide a basis for objective evaluation of their predictive ability. The total effort is envisioned as a series of studies incorporating: an evaluation of the criteria for parole based on the nature of offense and the length of time spent in incarceration in relation to the Base Expectancy Score; a test of performance; a comparison with the Base Expectancy Scores utilized by the U.S. Parole Board; and, a review of the predictive factors.

In July 1973, a risk classification system was instituted to facilitate matching of supervision and treatment procedures to offender needs on an individualized basis. In the near future, the performance of the risk classification system will be subjected to careful evaluation to determine if modifications are required. The procedure to accomplish this evaluation will involve validating the risk categories on the basis of case performance.

Additional management and communications studies are required to further the agency's efficiency and effectiveness. For instance, provision must be made to interface the Management Information System, when operational, with the proposed Offender Based Tracking System. Further, the overall effectiveness of the Five Year Master Plan for the Florida Parole and Probation Commission is dependent upon flexibility of thrust which can only be achieved by continual updating and revision.

In relation to the Management Information System, it is important to note that the system's ultimate utility and versatility is dependent on the range of data available for input. To a major extent, data input must be obtained from the field. Current burdensome workloads on field personnel may impose a constraint to timely flow of information to the central office, thereby jeopardizing the capability of a centralized on-line information system.

Highlights

MASTER PLAN The Master Plan incorporates program evaluation, research, offender population trends and innovative ideas for the purpose of planned program development and systematic growth.

JOINT PLANNING - Joint planning with the Division of Corrections will integrate the two agency's efforts in arriving at a program of mutual growth and development that will provide the offender with one continuous program of rehabilitation.

PLANNING, BUDGETING AND EVALUATION CYCLE - The Planning, Budgeting and Evaluation Cycle is an innovative concept designed to link the crucial elements of planning, budgeting and evaluation in one inter-related process. Adopted by the Commission as a policy, this cycle will allow for maximum input by the field staff as well as others.

UNIFORM PAROLE REPORTS - Updated profile and status information on all parolees is submitted to the National Council on Crime and Delinquency and the Florida Parole and Probation Commission receives feedback in the form of reports from the NCCD presenting a statistical comparison of Florida with the nation as a whole. Data is now compiled for both the state and the nation on the basis of a two-year follow-up of parole outcomes for both male and female offenders. Cross-tabulations present parole outcomes by various offender characteristics such as commitment offense, prior sentence history, prior drug usage and prior alcohol abuse. It is notable that Florida is one of five states in the nation that is participating in expanded coding to provide the NCCD with a more extensive data bank of client information for establishment of national norms.

BASE EXPECTANCY SCORES - These scores, predictive of parole success, are computed for every offender up for parole review and provided to the Commission to assist them in making parole decisions.

MUTUAL AGREEMENT PAROLE PROGRAMMING (Contract Parole) - Procedures will be formalized for the implementation, continuation, and eventual expansion of this program of contract parole based on the Commission's, the Division of Correction's, and the inmate's agreement of a specific plan for rehabilitation and prior determination of a parole date. The Commission has already made it a policy to implement the contract parole concept.

MAXIMIZATION OF PROBATION - The Commission is in the process of applying for federal funds to initiate a program to maximize the use of probation. The objective of the program is to develop an intensive non-residential treatment program in two judicial circuits for new felony cases. The program will provide another alternative to incarceration and is highly consistent with the intent of Senate Bill 215. The staff of the Planning and Evaluation Division will design and administer follow-up evaluation techniques for this program. Again, it should be noted that prompt and efficient action on the part of the Planning and Evaluation Division is dependent upon having an adequate staff possessing a diversity of professional skills.

Recommendations

PLANNING AND DEVELOPMENT - In order to satisfactorily meet the daily demands placed on the Planning and Development Unit and provide the capability of responsive and effective long-range planning, additional positions are urgently required. The workload currently imposed upon the one planner in the unit makes it virtually impossible to cover even the most essential planning functions and unacceptable time lags result in processing grant applications, introducing much needed innovative procedures, etc. The unit must have the services of two additional planners, one grantsman and two clerical employees to develop sufficient structure to achieve operational goals and meet the challenge of rapid growth of offender population under Commission supervision.

MANAGEMENT INFORMATION SYSTEM --Completion of a fully developed and functional information system with the capability of delivering both short-range and long-range standard and demand information is needed. The defined objectives to be fulfilled by a comprehensive system must directly address the broad range of Commission activities and needs.

In regard to the Commission's investigation activities, the Management Information System should provide field personnel with rapid access to criminal history information and an index to all parole and probation client files and information. In addition, the system should incorporate an investigative workload control mechanism and provide management with pertinent performance data.

The system design should serve the Commission's supervision activities by maintaining an accurate directory of all active cases under supervision and by providing a treatment planning mechanism. In addition to

providing an index to all parole and probation client files and information, a mechanism should assist in indicating required follow-up procedures. The supervision data base would also implement application of evaluative techniques and assist management in caseload control.

Commission processing activities would be served by client counts, status and treatment reports previously described. Additionally, the system should provide a control mechanism for scheduling and controlling parole reviews, pre-parole work release and pardon recommendations. The system should also provide parole prediction scores on an automated basis.

Central office personnel and budget and finance activities would be assisted by the provision of accurate and timely status reports as well as pertinent information for budget planning and staff development purposes.

Provision must be made for the development of an integrated information system with effective interfaces with all criminal justice agencies in order to avoid duplication of effort and to insure reliable, valid and up-to-date information. Appropriate input procedures should be established with all related agencies to to facilitate information interchange within the criminal justice system.



Kenneth W. Simmons
Assistant to the Director

the Commission for their consideration in making the appropriate final decision regarding parole and pre-parole cases.

ASSISTANT TO THE DIRECTOR

The Assistant to the Director aids the Director in coordinating a variety of complex administrative duties and functions. He aids with the coordination of prison interviews and the parole release process. This office is responsible for coordinating the Commission's warrants for violators and arranging with the field staff for preliminary hearings and reporting thereof to the Commission. He coordinates the Commission's recommendation to the Pardon Board for restoration of civil rights and executive clemency as well as coordinating the investigations from the field staff. Close contact is maintained with the Attorney General's Office for legal interpretations and statute changes concerning existing laws and new legislation effecting this Agency.

The Assistant Director also coordinates the prison officials' recommendations and other information to



Wanda Bryan
Administrative Assistant

RECORDS

The Records Section is responsible for processing all incoming and outgoing mail. Steady increase in the amount of mail has resulted in a workload which now averages over 6,000 pieces of mail per week.

At the close of the Fiscal Year there were 171,819 active and inactive files maintained in the Central Office of the State Records Center.

In order to improve efficiency and reduce file storage space a microfilming program has begun for the inactive files. The equipment has arrived and staff is making plans to purge the files.

The Records Section is in charge of making all new case files. This includes files for inmates, county

cases, out of state transfers, and pardon board investigations. All phases of activity in this regard are increasing steadily as a result of the large number of offenders being processed.

Another area involving sizeable workload is keeping up with inmate interviews at the institutions, community correctional centers, and other custodial facilities. Currently, over 1,000 inmates per month are scheduled and prepared for interview. Routing, processing, and rescheduling interviews consume a considerable amount of time and manpower.

Added to the processing and handling of files are much greater activities in the areas of Mandatory Conditional Release, Work Release, Interstate Compact, and other areas of agency operation.

HEARING EXAMINERS

Phillip M. Cooper
Spence H. McCall
Richard L. Dugger
Howard L. Miller
Edward L. Jenkins
John R. Skinner

I. Carl Wesson
Howard H. Sullivan
William T. Browning
Samuel G. Elliott
Paul Rigsby
Robert B. Wilkin

STATISTICAL PRESENTATION

The tables incorporated in this section represent statistical summaries compiled by the Planning and Evaluation Division. Data selected for inclusion in this report reflect the current magnitude of Commission operations and provide insight into specific characteristics of clients in the caseload as of the end of the 1973-74 fiscal year. Each table is accompanied by a brief narrative description of the contents to promote understanding and highlight significant data items.

The data upon which the tables are based were derived from coded intake information sheets prepared by the Commission's parole and probation field officers on a monthly basis. Information sheets received from field officers were processed through use of the data processing facilities and staff of the Florida Crime Information Center (FCIC). Special cross-tabulations were made in an effort to provide the most meaningful display of processed data.

A listing of the tables included in this section is shown below.

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¹ Note: These data are the result of a cross-tabulation of the May 31, 1974 caseload.

TABLE 1 -- CASELOAD DISTRIBUTION BY AREA
(As of June 30, 1974)

AREA	Probation					Total	
	Pretrial	Misd	Fel	Parole	MCR		W/R
I Pensacola	5	2434	1795	592	26	4	4856
II Jacksonville	0	4656	3638	1018	76	18	9406
III Tampa	190	5965	2602	474	45	74	9350
IV Bartow	0	2016	1741	499	41	7	4304
V Miami	0	2149	5115	748	101	0	8113
VI St. Petersburg	0	2743	2818	504	38	12	6115
VII Orlando	0	1937	2405	603	32	33	5010
VIII W. Palm Beach	0	1133	3336	723	62	4	5258
Total	195	23033	23450	5161	421	152	52412
Percent of Total	0.4	44.0	44.7	9.8	0.8	0.3	100.0

As of June 30, 1974, the total statewide supervision caseload amounted to 52,412. Of these, close to 89 percent were probationers and about 10 percent were parolees. Slightly over 1 percent of the cases under supervision were identified as mandatory conditional releases (MCR), work releases (W/R), and clients diverted to FPPC through the pretrial intervention program.

By geographic areas, the Jacksonville and Tampa areas were each serving about 18 percent of the total caseload. Close to 16 percent of the caseload was located in the Miami area, while the St. Petersburg area had almost 12 percent. Other areas were each serving about 10 percent of the total caseload.

The data shows notable variation in the composition of caseload by areas. In the Tampa area, misdemeanor probationers constitute 64 percent of the area's caseload, while felon probationers account for 63 percent of the Miami area's caseload. Caseload composition in the Jacksonville area reflects a comparatively high proportion of parolees.

TABLE 2 -- INVESTIGATIONS BY AREA¹

AREA	Presentence ²		Parole				Special					Total	
	Misd.	Felon	Post Sent. State	Post Sent. County	Pre Parole	MCR	Pardon	Other State	W/R	Security	ROR		Other
I Pensacola	2925	1824	152	35	369	71	94	254	70	42	34	1499	7369
II Jacksonville	4365	2534	502	195	599	29	92	396	50	204	3473	2575	15014
III Tampa	5446	1811	315	45	248	71	98	336	398	35	40	2108	10951
IV Bartow	3345	1646	115	34	272	50	111	263	58	55	537	1616	8102
V Miami	2166	3567	958	135	524	11	81	566	5	134	54	1685	9886
VI St. Petersburg	3836	2858	310	8	357	70	90	613	126	60	746	2206	11280
VII Orlando	2099	2099	222	24	379	22	89	818	282	105	1754	2930	10823
VIII W. Palm Beach	907	2739	431	40	613	95	106	750	195	77	670	1603	8226
Total	25089	19078	3005	516	3361	419	761	3996	1184	712	7308	16222	81651
Percent of Total	30.6	23.4	3.7	0.6	4.1	0.5	0.9	4.9	1.5	0.9	9.0	19.9	100.0

Statewide, a total of 81,651 investigations were conducted during the 1973-74 fiscal year. Some 54 per cent of the investigations consisted of presentence investigations and 9 per cent were release on recognizance (ROR) investigations. The balance of the investigations were distributed over a broad range of investigatory activities.

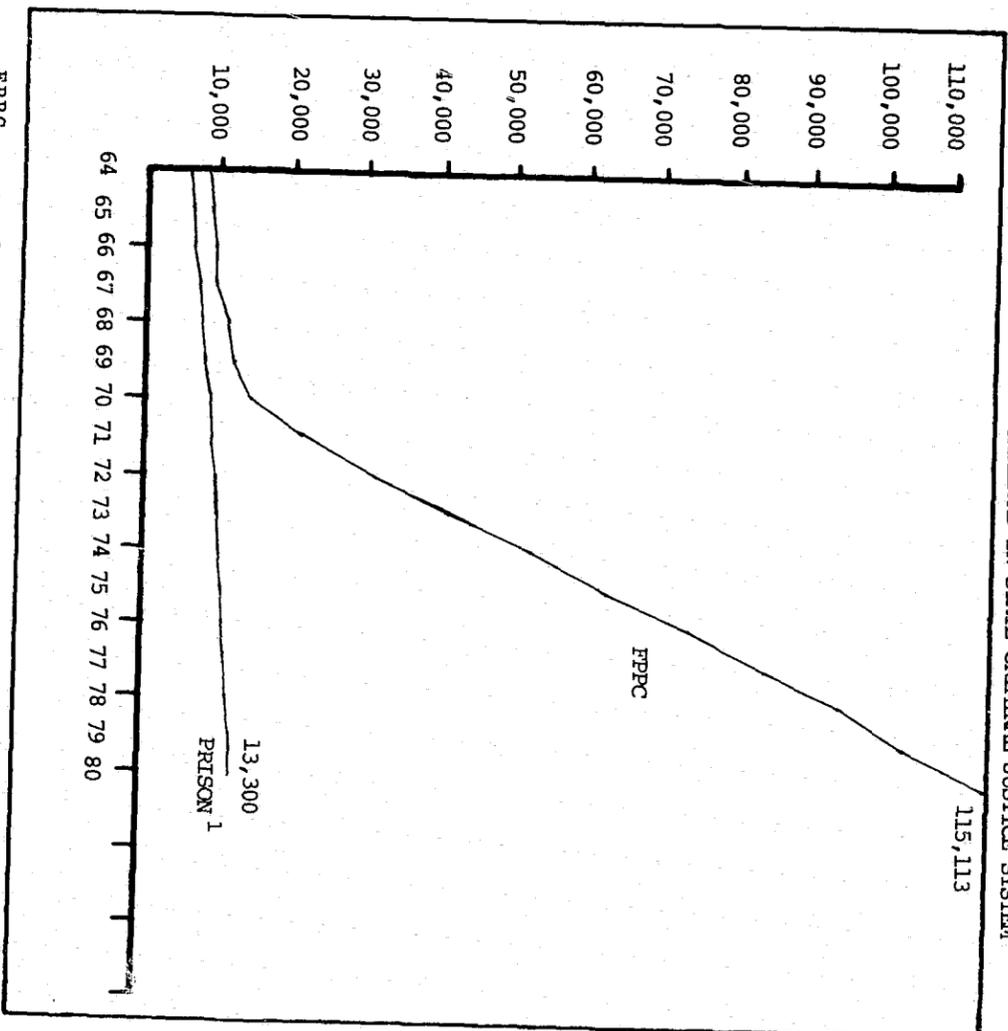
By geographic areas, the largest volume of investigations, amounting to 18 per cent of the state total, was produced in the Jacksonville area. The Tampa, St. Petersburg and Orlando areas each accounted for somewhat over 13 per cent, while 12 per cent of the state's total investigations were conducted in the Miami area.

A high proportion, over 64 per cent, of the investigations conducted in the Tampa and Pensacola areas were identified as presentence investigations. At the other end of the scale, presentence investigations comprised only 38 per cent of the Orlando total and 44 per cent of the West Palm Beach total.

¹ Investigations conducted during the period July 1, 1973 to June 30, 1974

² Includes all misdemeanor and felony presentence investigations, type A and type B

TABLE 3
PROJECTED OFFENDER CASELOAD IN STATE CRIMINAL JUSTICE SYSTEM*



*As of June 30

¹ Projections from Division of Corrections, Proposed Master Plan July 1974, by American Justice Institute

Tables 4 through 7 on the following pages show selected characteristics of offender caseload by county.

An examination of the data contained in Table 4 reveals that five of the State's 67 counties generate 55% of the total caseload. The five leading counties in terms of total caseload are Hillsborough (7,910), Dade (7,510), Duval (6,953), Broward (3,231) and Pinellas (3,226). These five counties, in aggregate, had a total caseload amounting to 28,830 as of June 30, 1974. The five county total represented 12,665 misdemeanor probationers, 13,419 felon probationers, and 2,746 other supervision cases including parolees, MCR's (mandatory conditional releasees) and W/R (work releasees) under supervision by the Commission.

Table 5 shows the distribution of caseload by type of offense for each county. In terms of number of offenders under supervision for commission of violent crimes (homicide, robbery, rape and assault), Dade County leads the state. The five major metropolitan counties previously cited have, in combination, some 51% of the state's supervision caseload convicted of violent crimes. A comparatively high percentage of the caseload in Dade and Broward counties consists of drug offenders. Drug offenders constitute 30% of the Broward County caseload and 26% of that of Dade County as compared to the statewide norm of about 18%.

As shown in Table 6, history of drug usage among offenders under supervision varies considerably among the various Florida counties. Among the five major counties (Hillsborough, Dade, Duval, Broward, and Pinellas), history of drug usage among offenders under supervision ranges from a high of 53% of those in Broward County to a low of 26% of the supervision caseload in Duval County. The usage of drugs was considered a contributing factor in 18% of the offenses committed by FPPC clients both on a statewide basis and in the five major counties.

Table 7 shows the degree of alcohol usage by offenders in the 67 counties. Statewide, only 18% of the total caseload were nonusers of alcohol. Excessive use of alcohol was somewhat lower among offenders in the caseload of the five major counties than among those in the balance of the state. Only 10% of the FPPC clients in the five major counties were rated as excessive users of alcohol as compared to 14% for the state caseload as a whole.

TABLE 4
TYPE OF SUPERVISION BY COUNTY
(As of June 30, 1974)

COUNTY	Prob. Misd.	Prob. Felon	Parole	MCR	W/R	TOTAL
ALACHUA	295	460	186	13	13	967
BAKER	6	20	12	0	0	38
BAY	48	139	78	2	0	267
BRADFORD	39	39	34	6	0	118
BREVARD	232	537	111	8	5	893
BROWARD	539	2215	442	35	0	3231
CALHOUN	25	23	9	1	0	58
CHARLOTTE	73	70	4	0	0	147
CITRUS	175	40	16	0	0	231
CLAY	102	112	20	3	0	237
COLLIER	227	116	33	3	0	379
COLUMBIA	107	133	61	5	0	306
DADE	1871	4854	687	98	0	7510
DESOTO	118	47	18	2	0	185
DIXIE	6	24	5	0	0	35
DUVAL	3796	2496	613	48	0	6953
ESCAMBIA	1054	595	179	10	0	1838
FLAGLER	38	19	3	1	0	61
FRANKLIN	7	18	3	0	0	28
GADSDEN	35	91	36	2	0	164
GILCHRIST	13	12	4	0	0	29
GLADES	2	14	0	0	0	16
GULF	18	31	10	0	0	59
HAMILTON	23	43	8	0	0	74
HARDEE	89	53	10	0	0	152
HEENDRY	32	42	12	1	0	87
HERNANDO	67	24	13	0	0	104
HIGHLANDS	76	77	43	7	0	203
HILLSBOROUGH	5242	2176	385	39	68	7910
HOLMES	25	15	5	2	0	47
INDIAN RIVER	148	74	22	1	1	246
JACKSON	120	59	41	1	1	222
JEFFERSON	31	22	10	0	0	63
LAFAYETTE	1	8	1	0	0	10
LAKE	119	151	36	5	0	311
LEE	418	214	59	6	0	697
LEON	809	394	137	5	2	1347
LEVY	23	36	11	0	0	70
LIBERTY	7	16	1	0	0	24
MADISON	53	45	8	1	0	107
MANATEE	510	357	55	4	12	938
MARION	427	245	95	8	4	779
MARTIN	92	54	10	1	2	159
MONROE	51	145	28	0	0	224
NASSAU	95	77	18	0	5	195
OKALOOSA	75	208	41	1	0	329
OSCEOLA	42	18	7	0	0	67
ORANGE	567	1083	255	10	15	1930
OSCEOLA	86	76	27	5	0	194
PALM BEACH	560	1065	269	26	4	1924
PASCO	408	338	53	5	6	810
PINELLAS	1217	1678	309	22	0	3226
POLK	844	927	227	14	0	2012
PUTNAM	219	104	25	1	3	352
ST. JOHNS	96	106	37	0	7	246
ST. LUCIE	179	142	49	5	0	375
SANTA ROSA	121	94	13	1	1	230
SARASOTA	407	452	59	4	0	922
SEMINOLE	478	275	46	0	3	802
SEMIER	73	24	7	1	0	105
SUWANEE	29	43	4	0	0	76
TAYLOR	63	76	18	0	0	157
UNION	5	14	15	0	0	34
VOLUSIA	221	205	99	7	0	532
WAKULLA	19	23	7	1	0	50
WALTON	34	43	7	0	0	84
WASHINGTON	6	24	11	0	0	41
TOTALS	23033	23450	5161	421	152	52217*

*Does not include 195 Pre trial clients

TABLE 5
TYPE OF OFFENSE BY COUNTY
(As of June 30, 1974)

COUNTY	Homi- cide	Rob- bery	Rape	Other Sex Offn.	Assault	Burgl.	Forg. Fraud Embezz.	Lar- ceny	Auto Theft	Drug Offn.	Other * Offn.	Total
ALACHUA	42	48	0	32	59	134	68	178	30	162	214	967
BAKER	3	1	0	3	6	9	1	6	1	2	6	38
BAY	15	12	0	4	19	52	18	28	4	76	39	267
BRADFORD	7	5	0	4	10	16	15	15	1	9	36	118
BREVARD	24	45	0	21	90	180	71	130	22	195	115	893
BROWARD	103	143	3	82	253	502	188	444	94	979	440	3231
CALHOUN	4	2	0	1	1	7	4	7	0	7	25	58
CHARLOTTE	2	1	0	2	5	14	5	11	2	26	79	147
CITRUS	7	8	0	8	13	17	11	52	2	44	69	231
CLAY	7	1	0	3	14	22	10	16	7	74	83	237
COLLIER	6	6	1	5	21	32	25	40	4	74	165	379
COLUMBIA	9	10	0	4	26	38	31	25	3	28	132	306
DADE	139	375	14	168	602	891	554	1248	201	1955	1363	7510
DESOTO	5	4	0	1	19	8	16	18	3	11	100	185
DIXIE	4	2	0	0	3	5	2	8	1	3	7	35
DUVAL	122	199	6	81	485	590	582	934	120	955	2879	6953
ESCAMBIA	45	37	1	25	127	148	106	251	20	314	764	1838
FLAGLER	2	1	0	0	11	6	4	8	0	7	22	61
FRANKLIN	3	0	0	0	5	8	1	4	0	0	7	28
GADSDEN	14	8	1	7	12	29	9	23	3	17	41	164
GILCHRIST	1	0	0	0	3	5	1	2	1	4	12	29
GLADES	0	0	0	0	1	0	0	1	0	7	7	16
GULF	4	1	0	0	5	11	4	10	0	8	16	59
HAMILTON	7	2	0	0	9	15	4	6	1	6	24	74
HARDEE	2	0	0	0	3	12	3	16	0	7	109	152
HENDRY	0	0	0	2	5	12	17	17	0	14	20	87
HERNANDO	4	5	0	5	6	6	5	22	0	28	23	104
HIGHLANDS	10	7	0	4	16	29	15	22	1	20	79	203
HILLSBOROUGH	114	132	3	123	309	564	240	863	101	874	4777	8100
HOLMES	1	1	0	1	4	6	3	5	2	6	18	47
INDIAN RIVER	7	6	0	2	43	31	13	27	3	39	75	246
JACKSON	13	2	0	3	11	16	17	16	2	28	114	222
JEFFERSON	8	0	0	0	11	3	8	7	1	1	24	63
LAFAYETTE	1	0	0	0	3	2	0	1	0	0	3	10
LAKE	14	12	1	9	23	36	14	42	8	58	94	311
LEE	15	6	1	8	21	46	21	54	7	86	432	697
LEON	29	24	0	25	73	99	141	218	20	188	535	1352
LEVY	3	0	0	2	7	16	4	10	1	10	17	70
LIBERTY	1	0	0	0	3	7	1	4	0	1	7	24
MADISON	7	0	0	2	21	9	8	9	1	9	41	107
MANATEE	21	27	3	13	65	78	60	80	10	167	414	938
MARION	18	19	0	15	54	77	69	79	13	90	345	779
MARTIN	0	4	0	0	9	11	7	19	4	58	47	159
MONROE	8	6	1	4	10	28	11	25	4	72	55	224
NASSAU	4	4	1	3	19	20	19	18	4	24	79	195
OKALOOSA	13	7	0	6	15	63	22	43	13	96	51	329
OKEECHOBEE	1	0	0	0	5	8	0	14	0	8	31	67
ORANGE	92	105	1	39	127	326	139	248	66	503	284	1930
OSCEOLA	6	7	0	3	14	32	9	20	3	41	59	194
PALM BEACH	67	69	4	45	199	224	161	356	51	509	239	1924
PASCO	9	7	0	14	65	91	34	66	14	93	417	810
PINELLAS	69	93	13	103	212	457	248	380	62	773	816	3226
POLK	84	80	2	29	182	160	145	255	39	189	847	2012
PUTNAM	7	6	0	3	22	37	8	28	6	28	207	352
ST. JOHNS	7	8	0	8	22	43	11	37	5	41	64	246
ST. LUCIE	10	9	0	10	36	64	29	67	10	58	82	375
SANTA ROSA	8	2	1	6	23	14	16	37	0	64	59	230
SARASOTA	15	12	2	16	54	105	71	108	14	192	333	922
SEMINOLE	12	13	1	9	60	63	40	77	13	184	330	802
SUMTER	3	2	0	3	8	8	4	11	0	11	55	105
SUWANEE	0	3	0	1	8	7	8	11	3	11	24	76
TAYLOR	21	6	0	0	18	21	11	22	1	6	51	157
UNION	2	2	0	1	2	10	3	5	1	2	6	34
VOLUSIA	22	19	1	15	40	104	23	44	12	133	119	532
WAKULLA	5	0	0	1	6	6	1	6	0	11	14	50
WALTON	2	0	0	1	7	12	5	10	4	17	26	84
WASHINGTON	6	1	0	0	5	4	5	3	0	3	14	41
TOTALS	1316	1617	61	985	3645	5765	3409	6857	1019	9716	18081	52412

* The "Other" offense category includes DWI, petty larceny, illegal possession of firearms, moving traffic violations, etc.

TABLE 6
DRUG USE BY COUNTY
(As of June 30, 1974)

COUNTY	0	1	2	3	4	5	6	7	8	TOTAL
ALACHUA	589	111	36	34	30	12	30	0	17	859
BAKER	32	2	0	4	0	0	0	0	0	38
BAY	136	24	0	29	39	2	5	3	3	250
BRADFORD	93	4	9	14	5	0	0	0	0	118
BREVARD	348	167	87	79	62	32	66	9	43	893
BROWARD	1513	357	266	314	311	85	178	48	159	3231
CALHOUN	45	0	3	3	5	0	0	0	1	57
CHARLOTTE	82	11	13	14	5	4	16	2	0	147
CITRUS	184	8	14	0	3	0	1	0	0	210
CLAY	142	21	40	1	16	3	10	2	0	235
COLLIER	163	63	61	20	39	6	15	4	8	379
COLUMBIA	254	14	12	10	2	00	11	2	1	306
DADE	3609	797	553	524	441	219	354	151	254	6902
DESOTO	151	6	8	6	5	5	2	1	1	185
DIXIE	24	0	3	6	0	1	1	0	0	35
DUVAL	5108	435	346	282	365	72	179	66	100	6953
ESCAMBIA	1243	96	156	77	0	18	101	7	16	1714
FLAGLER	50	0	2	8	0	1	0	0	0	61
FRANKLIN	26	0	1	1	0	0	0	0	0	28
GADSDEN	130	9	12	5	1	1	6	0	0	164
GILCHRIST	22	2	3	2	0	0	0	0	0	29
GLADES	7	0	1	1	3	0	0	0	0	12
GULF	41	1	0	6	3	0	0	00	1	52
HAMILTON	59	5	1	1	6	0	1	1	0	74
HARDEE	80	0	0	8	0	0	0	0	0	88
HENDRY	37	4	5	4	4	1	0	0	0	55
HERNANDO	49	4	35	6	3	4	2	1	0	104
HIGHLANDS	142	14	18	19	1	2	7	0	0	203
HILLSBOROUGH	4732	743	387	255	215	126	126	42	52	6678
HOLMES	36	0	0	5	6	0	0	0	0	47
INDIAN RIVER	134	41	20	15	6	2	3	3	6	230
JACKSON	172	1	14	6	18	3	7	0	1	222
JEFFERSON	60	2	1	0	0	0	0	0	0	63
LAFAYETTE	5	2	0	0	0	1	0	0	0	8
LAKE	201	33	32	10	17	6	10	0	2	311
LEE	542	47	29	18	33	6	13	5	4	697
LEON	940	154	79	72	50	15	23	4	10	1347
LEVY	56	3	3	0	4	2	1	1	0	70
LIBERTY	15	0	0	2	0	0	0	0	0	17
MADISON	80	2	4	1	4	2	4	1	1	99
MANATEE	666	43	91	37	27	8	17	1	5	895
MARION	584	51	39	17	13	0	22	0	2	728
MARTIN	96	12	18	7	9	1	3	0	0	146
MONROE	115	21	17	6	14	4	17	0	12	206
NASSAU	130	8	17	2	8	0	2	1	1	169
OKALOOSA	166	18	23	48	43	5	24	0	2	329
OKEECHOBEE	43	0	2	13	8	1	0	0	0	67
ORANGE	818	237	162	194	121	39	76	10	34	1691
OSCEOLA	125	8	24	9	11	2	5	0	1	185
PALM BEACH	986	168	150	177	123	56	138	19	84	1901
PASCO	613	52	50	40	27	10	10	6	2	810
PINELLAS	1631	297	300	236	163	69	152	64	53	2965
POLK	1584	93	54	71	59	12	30	7	10	1920
PUTNAM	299	8	13	11	3	4	13	0	1	352
ST. JOHNS	189	2	3	31	8	9	2	0	2	246
ST. LUCIE	209	32	29	20	15	8	14	3	6	336
SANTA ROSA	148	10	4	42	18	2	2	0	1	227
SARASOTA	517	93	100	64	50	19	60	4	15	922
SEMINOLE	499	42	109	55	54	13	27	3	0	802
SUMTER	81	2	15	5	2	0	0	0	0	105
SUWANEE	60	2	11	2	1	0	0	0	0	76
TAYLOR	116	1	4	12	1	1	3	0	1	139
UNION	24	1	0	5	0	0	0	1	0	31
VOLUSIA	271	59	54	39	24	26	46	2	11	532
WAKULLA	28	2	4	2	5	0	0	0	0	41
WALTON	55	1	10	6	10	0	2	0	0	84
WASHINGTON	35	0								

TABLE 7
ALCOHOL USAGE BY COUNTY
(As of June 30, 1974)

COUNTY	0	1	2	3	4	TOTAL
ALACHUA	138	452	247	46	84	967
BAKER	6	13	9	3	7	38
BAY	66	111	58	7	25	267
BRADFORD	13	45	21	8	31	118
BREVARD	152	493	98	46	104	893
BROWARD	669	1828	364	145	161	3167
CALHOUN	11	31	5	5	6	58
CHARLOTTE	16	46	21	2	62	147
CITRUS	153	2	19	0	24	198
CLAY	37	106	69	8	15	235
COLLIER	31	160	83	15	90	379
COLUMBIA	38	133	71	11	53	306
DADE	1975	4679	309	233	177	7373
DESOLO	12	65	59	7	42	185
DIXIE	4	14	3	0	14	35
DUNAL	1443	2668	2062	195	585	6953
ESTADOLA	344	710	278	75	404	1811
FLAGLER	11	31	13	0	6	61
FRANKLIN	4	8	8	1	7	28
GADSDEN	36	56	35	11	26	164
GILCHRIST	3	8	11	2	5	29
GLADES	2	8	2	0	0	12
GULF	14	19	8	-1	7	49
HAMILTON	14	18	10	3	29	74
HARDEE	7	107	3	11	0	128
HENDRY	4	32	11	1	5	53
HERNANDO	17	62	20	4	1	104
HIGHLANDS	19	60	24	15	85	203
HILLSBOROUGH	887	2476	3933	252	538	8086
HOLMES	4	6	3	4	30	47
INDIAN RIVER	18	105	58	12	53	246
JACKSON	32	55	46	19	70	222
JEFFERSON	21	8	6	3	25	63
MAFAYETTE	0	2	2	0	4	8
LAKE	75	74	80	22	60	311
LEE	71	230	520	24	60	905
LEON	251	504	330	42	130	1257
LEVY	20	29	14	3	4	70
LIBERTY	3	6	5	2	2	18
MADISON	24	18	8	5	52	107
MANATEE	196	262	225	29	153	865
MARION	133	280	142	33	160	748
MARTIN	23	43	11	5	10	92
MONROE	21	109	27	8	38	203
NASSAU	33	56	79	8	19	195
OKALOOSA	70	144	39	23	53	329
OSCEOLA	7	29	16	1	14	67
ORANGE	373	1068	118	96	142	1797
OSCEOLA	41	75	25	15	38	194
PALM BEACH	410	1067	202	73	139	1891
PASCO	98	282	267	24	139	810
PINELLAS	548	1515	559	164	344	3130
POLK	232	668	508	94	342	1844
PUTNAM	60	99	145	7	41	352
ST. JOHNS	62	112	46	14	12	246
ST. LUCIE	62	195	59	32	18	366
SANTA ROSA	44	111	34	4	36	229
SARASOTA	180	302	300	42	98	922
SEMINOLE	129	261	248	17	147	802
SUMTER	31	32	16	9	17	105
SUWANEE	12	23	9	10	22	76
TAYLOR	11	48	34	3	61	157
TAYLOR	3	13	4	1	10	31
VOLUSTA	78	288	86	30	50	532
WAKULLA	4	19	8	0	18	49
WALTON	18	30	12	5	19	84
WASHINGTON	4	17	8	2	10	43
TOTALS	9528	22626	12153	1992	5233	51532
% OF TOTAL	18.0	44.0	24.0	4.0	10.0	100.0

0 - No use of Alcohol
 1 - Moderate use of Alcohol
 2 - Moderate use of Alcohol/factor in the instant offense
 3 - Excessive use of Alcohol
 4 - Excessive use of Alcohol/factor in the instant offense

TABLE 8
TYPE OF OFFENSE
BY SEX OF OFFENDER

(As of June 30, 1974)

TYPE OF OFFENSE	MALE	FEMALE	TOTAL CASELOAD
HOMICIDE	1021	295	1316
ROBBERY	1557	60	1617
RAPE	61	0	61
OTHER SEX OFF.	924	61	985
ASSAULT	3064	581	3645
BURGLARY	5515	191	5706
FORGERY, FRAUD EMBEZZLEMENT	2126	1283	3409
LARCENY	5360	1497	6857
AUTO THEFT	971	48	1019
DRUG OFFENSES	8430	1286	9716
OTHER OFFENSES	15940	2141	18081
TOTALS	44969	7443	52412
PERCENT OF TOTAL	85.8	14.2	100.0

Of the total supervision caseload as of June 30, 1974, 86% were males and 14% were females.

In terms of the broad categories of violent and nonviolent offenses, similar proportions of both males and females (12.7%) were under supervision for the commission of violent offenses. Violent offenses include homicide, robbery, rape and assault.

TABLE 9
TYPE OF OFFENSE BY ETHNIC GROUP
(As of June 30, 1974)

TYPE OF OFFENSE	ETHNIC GROUP				TOTAL CASELOAD
	WHITE	LATIN	BLACK	OTHER	
HOMICIDE	436	41	835	4	1316
ROBBERY	669	39	907	2	1617
RAPE	23	3	35	0	61
OTHER SEX OFFENSES	759	50	176	0	985
ASSAULT	1538	113	1990	4	3645
BURGLARY	3767	161	1767	11	5706
FORGERY, FRAUD EMBEZZLEMENT	2056	94	1254	5	3409
LARCENY	4362	273	2212	10	6857
AUTO THEFT	692	41	283	3	1019
DRUG OFFENSES	8059	259	1378	20	9716
OTHER OFFENSES	13316	420	4316	29	18081
TOTALS	35677	1494	15153	88	52412 ¹
PERCENT OF TOTAL	68.1	2.9	28.9	0.1	100.0

The above table indicates that 68.1% of the cases under supervision as of June 30, 1974 were white. Latins comprised 2.9% of the population; blacks 28.9% and other races 0.1%. Using these proportions, it can be shown that whites were over-represented in three categories of offenses: Other Sex Offenses (77.0%), Drug Offenses (82.9%) and Other Offenses (73.6%). Whites charged for auto theft matched the proportion of total whites in the caseload (68.1%). In all other categories, whites were under-represented. Latins were over-represented in six categories: Homicide (3.1%), Rape (4.7%), Other Sex Offenses (5.1%), Assault (3.1%), Larceny (4.0%) and Auto Theft (4.0%). They were the same in two categories: Burglary (2.9%) and Forgery (2.9%). Blacks were over-represented in seven of the eleven categories: Homicide (63.4%), Robbery (56.1%), Rape (57.3%), Assault (54.6%), Burglary (31.0%), Forgery (36.8%) and Larceny (32.3%).

Some 12.7% of the total caseload under supervision was composed of offenders convicted of violent crimes. (Violent crimes include homicide, robbery, rape and assault.) By ethnic group, offenders convicted of violent crimes accounted for about 8% of the whites, 13% of the Latins and 25% of the blacks under supervision.

¹Includes probationers

TABLE 10
TYPE OF OFFENSE BY AGE GROUP
(As of June 30, 1974)

TYPE OF OFFENSE	AGE GROUP											TOTAL CASELOAD
	≤19	20-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61+		
HOMICIDE	12	191	193	175	155	157	136	116	66	115	1316	
ROBBERY	119	825	333	169	64	52	26	14	5	10	1617	
RAPE	1	28	10	10	4	0	4	4	0	0	61	
OTHER SEX OFFENSES	44	260	170	123	95	78	66	42	32	75	985	
ASSAULT	216	1071	583	477	388	276	205	161	116	152	3645	
BURGLARY	1051	3302	648	284	165	118	62	36	19	21	5706	
FORGERY, FRAUD EMBEZZLEMENT	131	1143	657	461	361	251	199	89	53	64	3409	
LARCENY	1188	3171	897	534	356	249	202	116	65	79	6857	
AUTO THEFT	272	511	98	51	35	16	21	7	3	5	1019	
DRUG OFFENSES	1460	6546	1087	289	141	78	53	24	10	28	9716	
OTHER OFFENSES	992	3899	2314	2045	1956	1987	1800	1359	831	898	18081	
TOTALS	5486	20947	6990	4618	3720	3262	2774	1968	1200	1447	52412	
PERCENT OF TOTAL	10.4	40.0	13.3	8.8	7.1	6.2	5.3	3.8	2.3	2.8	100.0	

Among youthful offenders under supervision, those 25 years or less, over 30 percent were convicted of drug offenses while close to 19 percent were convicted of "other" minor violations. Burglary and larceny each accounted for about 17 percent of the convictions among youthful offenders. Less than 1 percent were under supervision as a result of a homicide conviction. The older population accounts for a disproportionate share of homicides and assaults. Close to 6 percent of those under supervision over 45 years of age had been convicted of homicide, while about 9 percent had committed an assault.

TABLE 11
TYPE OF OFFENSE
BY EDUCATIONAL LEVEL OF ATTAINMENT
(As of June 30, 1974)

TYPE OF OFFENSE	None	GRADES				High Sch.	COLLEGE		Bus./Voc.	TOTAL CASELOAD
		1-3	4-6	7-9	10-11		AA	Grad.		
HOMICIDE	59	142	205	422	210	189	52	17	20	1316
ROBBERY	16	20	69	514	551	328	103	8	8	1617
RAPE	1	1	6	22	14	14	2	0	1	61
OTHER SEX OFFENSES	15	22	72	240	223	262	95	43	13	985
ASSAULT	91	181	387	1052	925	766	196	28	19	3645
BURGLARY	39	46	226	1849	2035	1174	289	16	32	5706
FORGERY, FRAUD EMBEZZLEMENT	25	40	128	693	914	1066	413	85	45	3409
LARCENY	50	60	222	1511	2261	1905	676	117	55	6857
AUTO THEFT	11	11	31	290	380	230	54	11	1	1019
DRUG OFFENSES	36	20	63	1295	2897	3393	1740	185	87	9716
OTHER OFFENSES	304	506	1217	4098	4209	5395	1648	599	105	18081
TOTALS	647	1049	2626	11986	14619	14722	5268	1109	386	52412
PERCENT OF TOTAL	1.2	2.0	5.0	22.9	27.9	28.1	10.1	2.1	0.7	100.0

Data contained in this table shows offense distribution of caseload by different educational levels. Of the total caseload, about 41% had at least a high school education. Note that 56% of all drug offenders had completed high school. The incidence of drug offenses ranges from a low of 2% of those offenders with only an elementary school education to a high of one-third of those with some college.

TABLE 12
TYPE OF OFFENSE
BY LEVEL OF DRUG USAGE
(As of June 30, 1974)

TYPE OF OFFENSE	LEVEL OF DRUG USAGE								TOTAL CASELOAD	
	0	1	2	3	4	5	6	7		8
HOMICIDE	1150	32	2	18	7	3	9	2	6	1229
ROBBERY	928	129	15	166	34	44	39	28	46	1429
RAPE	44	3	0	4	1	2	1	0	0	55
OTHER SEX OFFENSES	799	62	8	44	3	12	3	6	1	938
ASSAULT	2973	230	21	143	23	26	12	20	9	3457
BURGLARY	3073	795	90	691	128	174	145	91	152	5339
FORGERY, FRAUD EMBEZZLEMENT	2663	219	17	183	24	62	37	37	51	3293
LARCENY	4693	744	67	536	72	136	64	96	78	6486
AUTO THEFT	599	138	14	131	12	22	12	18	4	950
DRUG OFFENSES	381	1077	3232	678	2106	291	1470	116	552	9903
OTHER OFFENSES	14117	1017	96	419	111	148	45	60	24	16037
TOTALS	31420	4446	3562	3013	2521	920	1837	474	923	49116 ¹
PERCENT OF TOTAL	64.0	9.1	7.3	6.1	5.1	1.9	3.7	0.9	1.9	100.0

Drug Use Code:

- 0 - No history or known use
- 1 - Exclusive use of marijuana
- 2 - Exclusive use of marijuana/factor in the instant offense
- 3 - Experimental use
- 4 - Experimental use/factor in the instant offense
- 5 - Frequent use of any dangerous drug
- 6 - Frequent use of any dangerous drug/factor in the instant offense
- 7 - Addiction to any narcotic
- 8 - Addiction to any narcotic/factor in the instant offense

Some 64% of the offenders under supervision had no known history of drug usage. Among those offenders with some level of drug usage, 54% were under supervision for committing a drug offense. Additionally, drug usage was a contributing factor in 8% of the offenses committed by known drug users.

There is considerable variation in the type of offense committed by known drug users in the total caseload. Only 6% of the homicides were committed by drug users as compared to 42% of the burglaries and 35% of the robberies.

¹ Data not available in all cases.

TABLE 13
TYPE OF OFFENSE
BY DEGREE OF ALCOHOL USAGE

(As of June 30, 1974)

TYPE OF OFFENSE	Alcohol Usage Classification					TOTAL CASELOAD
	0	1	2	3	4	
HOMICIDE	190	417	272	74	326	1279
ROBBERY	318	861	102	78	113	1472
RAPE	8	23	10	4	10	55
OTHER SEX OFF.	260	462	85	60	89	956
ASSAULT	632	1499	602	225	616	3574
BURGLARY	1263	3014	506	288	391	5462
FORGERY, FRAUD EMBEZZLEMENT	1027	1879	92	179	138	3315
LARCENY	1904	3848	356	267	207	6582
AUTO THEFT	265	557	64	35	54	975
DRUG OFFENSES	2251	6611	291	228	86	9467
OTHER OFFENSES	1410	3455	9773	554	3203	18395
TOTALS	9528	22626	12153	1992	5233	51532 ¹
PERCENT OF TOTAL	18.5	43.9	23.6	3.9	10.1	100.0

Alcohol Use Code:

- 0 - No use of alcohol
- 1 - moderate use of alcohol
- 2 - moderate use of alcohol, factor in the instant offense
- 3 - excessive use of alcohol
- 4 - excessive use of alcohol, factor in the instant offense

The usage of alcohol by the offender was considered to be a contributing factor to the instant offense in slightly over one-third of the cases. The use of alcohol was a contributing factor among 47% of the homicide offenders and over 70% of those convicted of minor violations included in the "other" offenses category. However, of the total supervision caseload, 62% either did not use alcohol or used it only in moderation.

¹Data not available in all cases.

TABLE 14
TYPE OF OFFENSE
BY RISK CLASSIFICATION

(As of June 30, 1974)

TYPE OF OFFENSE	RISK CLASSIFICATION			TOTAL CASELOAD
	MAXIMUM	MEDIUM	MINIMUM	
HOMICIDE	889	264	163	1316
ROBBERY	1268	277	72	1617
RAPE	54	6	1	61
OTHER SEX OFFENSES	508	274	203	985
ASSAULT	1620	1144	881	3645
BURGLARY	2402	2852	452	5706
FORGERY, FRAUD, EMBEZZLEMENT	943	1437	1029	3409
LARCENY	1728	2819	2310	6857
AUTO THEFT	342	482	195	1019
DRUG OFFENSES	3782	3968	1966	9716
OTHER OFFENSES	2347	3367	12367	18081
TOTALS	15883	16890	19639	52412
PERCENT OF TOTAL	30.3	32.2	37.5	100.0

Risk is determined by professional judgment of parole and probation officers based on the client's record, type of offense and adjustment to society. By risk classification, 89 percent of the rape offenders, 79 percent of robbery offenders and 68 percent of the homicide offenders in the caseload were classified as maximum risk. Of the total caseload, 30 percent were considered maximum risk, 32 percent medium risk and 38 percent minimum risk.

TABLE 15
TYPE OF OFFENSE
BY UTILIZATION OF PRESENTENCE INVESTIGATION

(As of June 30, 1974)

TYPE OF OFFENSE	PRESENTENCE INVESTIGATION:		TOTAL CASELOAD
	CONDUCTED	NOT CONDUCTED	
HOMICIDE	1124	192	1316
ROBBERY	1276	341	1617
RAPE	41	20	61
OTHER SEX OFFENSES	729	256	985
ASSAULT	2506	1139	3645
BURGLARY	4415	1291	5706
FORGERY, FRAUD EMBEZZLEMENT	2169	1240	3409
LARCENY	4388	2469	6857
AUTO THEFT	659	360	1019
DRUG OFFENSES	6814	2902	9716
OTHER OFFENSES	8782	9299	18081
TOTALS	32903	19509	52412
PERCENT OF TOTAL	62.8	37.2	100.0

Of the total supervision caseload, approximately 63% had received a presentence investigation. Presentence investigations were utilized to a greater degree in cases concerned with homicide, robbery and burglary offenses than with other types of offenses.

TABLE 16
TYPE OF SUPERVISION
BY ETHNIC GROUP

(As of May 31, 1974)

ETHNIC GROUP	Probation		Parole	MCR	W/R	TOTAL CASELOAD
	Misdemeanor	Felony				
White	17173	15456	2416	164	125	35334
Latin	585	794	110	9	2	1500
Black	5353	7235	2215	232	64	15099
Other	36	44	8	0	1	89
TOTAL	23147	23529	4749	405	192	52022
% White	74.2	65.7	50.9	40.5	65.1	67.9
% Latin	2.5	3.4	2.3	2.2	1.0	2.9
% Black	23.1	30.7	46.6	57.3	33.4	29.0
% Other	0.2	0.2	0.2	0.0	0.5	0.2

An analysis of type of supervision by ethnic composition indicates that a disproportionately high percentage of the misdemeanor probationers are white. Of the total misdemeanor probationers, 74% are white, 23% are black and the balance are Latin or members of other ethnic groups. Among the MCR's (mandatory conditional releases), blacks accounted for a considerably higher proportion (57%) than did whites (41%). Latins had greater representation among felony probationers than in the other supervision categories.

TABLE 17
TYPE OF SUPERVISION BY SEX

(As of May 31, 1974)

SEX	Probation		Parole	MCR	W/R	Total Caseload
	Misdemeanor	Felony				
Male	19181	20571	4421	392	189	44754
Female	3966	2958	328	13	3	7268
TOTAL	23147	23529	4749	405	192	52022
% Male	82.9	77.5	93.1	96.8	98.4	86.0
% Female	17.1	22.5	6.9	3.2	1.6	14.0

Comparatively high percentages of the parolees, MCR's and work releases (W/R) are males. Among all of these supervision groups, males constitute well over 90%. Female offenders were most frequently found among felony probationers (23%) and misdemeanant probationers (17%).

TABLE 18
TYPE OF SUPERVISION BY RISK CLASSIFICATION

(As of May 31, 1974)

RISK CLASSIFICATION	Probation		Parole	MCR	W/R	Total Caseload
	Misdemeanor	Felony				
Maximum	2108	9296	4006	389	52	15851
Medium	3847	12704	400	13	61	17025
Minimum	17192	1529	343	3	79	19146
TOTAL	23147	23529	4749	405	192	52022
% Maximum	9.1	39.5	84.4	96.1	27.1	30.5
% Medium	16.6	54.0	8.4	3.2	31.8	32.7
% Minimum	74.3	6.5	7.2	0.7	41.1	36.8

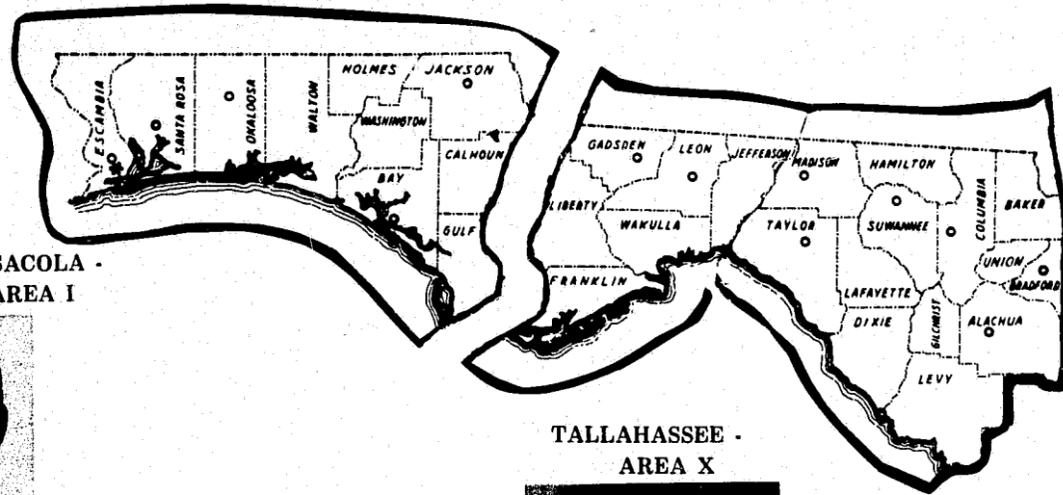
The above data reflects the variation in risk classification by type of supervision. A distinct difference in risk classification is apparent among the two groups of probationers. Some 74% of the misdemeanant probationers are classified as minimum risk compared to only about 7% of the felon probationers. Over half of the felon probationers are classified medium risk, while close to 40% are rated maximum risk. High percentages of the parolees and MCR's, 84% and 96% respectively, are classified as maximum risk supervision cases.

TABLE 19
TYPE OF SUPERVISION
BY AGE GROUP

(As of May 31, 1974)

AGE	Probation Misdemeanor	Probation Felony	Parole	MCR	W/R	TOTAL CASELOAD
≤ 19	2588	2669	95	3	27	5382
20-25	6903	11829	1925	152	67	20876
26-30	2739	3186	918	80	33	6956
31-35	2190	1749	567	54	26	4586
36-40	2042	1262	344	33	16	3697
41-45	1973	929	311	30	6	3249
46-50	1749	733	226	24	5	2737
51-55	1295	461	167	16	10	1949
56-60	776	304	80	7	1	1168
61+	892	407	116	6	1	1422
TOTAL	23147	23529	4749	405	192	52022
% 25 or under	41.0	61.6	42.5	38.2	49.0	50.4
% 26-35	21.3	21.0	31.3	33.1	30.7	22.2
% 36-45	17.4	9.3	13.8	15.6	11.5	13.4
% 46-55	13.1	5.1	8.3	9.9	7.8	9.0
% over 55	7.2	3.0	4.1	3.2	1.0	5.0

Youthful offenders, those aged 25 or under, while comprising about 50% of the total caseload, accounted for almost 62% of the felony probationers. Offenders in the 26 to 35 year age group comprised a disproportionately high percentage of the parolees and MCR's. Older offenders over 45 years of age were more frequently found among misdemeanant probationers than among other supervision groups.



PENSACOLA - AREA I



Beroth G. Clayton

TALLAHASSEE - AREA X



Ernest R. Doster

For parole and probation purposes the state has been divided into 10 geographical areas. Pictured on these pages are the 10 Regional Directors who are in charge of administration and operation of these geographical areas.

DIRECTORY OF FIELD SERVICES

PENSACOLA - AREA I

PENSACOLA - AREA I
 Beroth G. Clayton
Area Director
 Ralph M. Moulder
Regional Coordinator
 Hunter J. Pfeiffer
Case Analyst
 Suite 4 - Boone Bldg.
 401 N. Baylen Street
 Pensacola, Florida

PENSACOLA: "01"
 Escambia County
 521 Commendancia St.
 Thomas E. David
District Supervisor

MARIANNA: "14"
 Washington, Calhoun, Holmes
 and Jackson Counties
 Jackson Co. Courthouse
 Rm. 248 - 2nd Floor
 Thomas H. Young
District Supervisor

CRESTVIEW: "19"
 Okaloosa and Walton Counties
 479 N. Wilson Street
 Raymond K. McShane
District Supervisor

PANAMA CITY: "25"
 Bay and Gulf Counties
 Bay Co. Courthouse
 Ruie E. Langford
District Supervisor

MILTON: "30"
 Santa Rosa County
 Santa Rosa Co. Courthouse
 Room 206
 Melvin J. Livings, Jr.
District Supervisor



S. Harold George
 BARTOW - AREA IV



Jack M. DeBee
 TAMPA - AREA III

ST. PETERSBURG - AREA VI



Francis M. Otts



JACKSONVILLE
 AREA II

Richard P. Hughes



Fred W. Shepherd
 ORLANDO - AREA VII

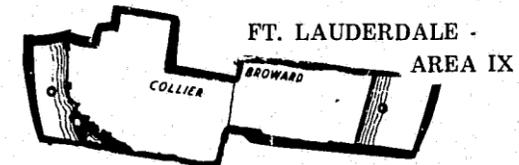


Harry C. Panos, Jr.

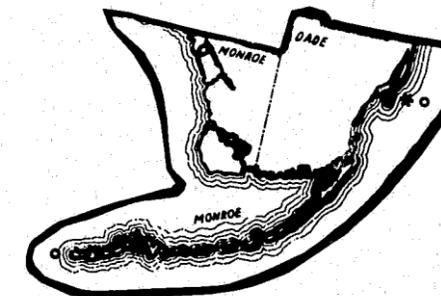
WEST PALM
 BEACH - AREA VIII



Frank J. Velie, Jr.



FT. LAUDERDALE - AREA IX



MIAMI - AREA V



Franklin P. McKain

JACKSONVILLE - AREA II

JACKSONVILLE - AREA II

Richard P. Hughes
Area Director
James L. Trotter
Regional Coordinator
James W. Alexander
Case Analyst
Suite 129
1851 Executive Center Dr.
Jacksonville, Florida

JACKSONVILLE: "04"

Duval and Nassau
Counties
Suite M-106 Courthouse
Otha R. Smith, Jr.
District Supervisor

GREEN COVE SPRINGS: "48"

Clay County
607 Walnut Street
Harry M. Ivey, Jr.
District Supervisor

TAMPA - AREA III

TAMPA - AREA III

Jack M. DeBee
Area Director
Leroy J. Jacoby
Regional Coordinator
Mary Jo Simon
Case Analyst
402 Reo Street
Suite 205 Executive Sq.
Tampa, Florida

PLANT CITY: "08-1"

SUB OFFICE
Hillsborough County
County Building
Samuel W. Cooper
Supervisor In Charge

DADE CITY: "31"

Pasco County
Pasco County Courthouse
William T. Browning
District Supervisor

TAMPA: "08"

Hillsborough County
Third Floor
Courthouse Annex
Robert D. Adams
District Supervisor

BARTOW - AREA IV

BARTOW - AREA IV

S. Harold George
Area Director
Robert E. Bolkcom
Regional Coordinator
Francis D. Wieser, Jr.
Case Analyst
Suite 207 Professional
Center Building
205 South Broadway
Bartow, Florida

LAKELAND: "06-1"

SUB OFFICE
Polk County
Polk Co. Admin. Bldg.
326 E. Main Street
Richard H. Hansen
Supervisor In Charge

WINTER HAVEN: "06-2"

SUB OFFICE
Polk County
Rm. 223 - Hill Bldg.
111 Third Street, S.W.
Rhea W. Wolfe
Supervisor In Charge

OCALA: "17"

Marion County
Room 217
Marion Co. Courthouse
Howell L. Winfree, II
District Supervisor

TAVARES: "22"

Lake County
121 So. Sinclair Avenue
Roy L. Nelson
District Supervisor

BARTOW: "06"

Polk County
Hall of Justice Bldg.
William J. Ruster
District Supervisor

(Bartow Area continued next page)

(Bartow Area continued from p. 74)

SEBRING: "32"

Highlands County
525 Fernleaf Avenue
Joseph E. Lavoie, Jr.
District Supervisor

BUSHNELL: "34"

Sumter County
Jail Annex
Justice Street
Frederick V. Dietz, Jr.
District Supervisor

BROOKSVILLE: "43"

Hernando County
Hernando County
Courthouse
Paul Rigsby
District Supervisor

ARCADIA: "33"

DeSoto County
DeSoto Co. Courthouse
Joseph A. Schreiber
District Supervisor

INVERNESS: "42"

Citrus County
South Park Avenue
S. W. of Sheriff's Office
Michael C. Dippolito
District Supervisor

WACHULA: "45"

Hardee County
Hardee County Courthouse
James V. See, Jr.
District Supervisor

MIAMI - AREA V

MIAMI - AREA V

Franklin P. McKain
Area Director
Thomas H. Stillson
Regional Coordinator
Roberto P. Morato
Jeffrey P. Cohen
Case Analysts
Suite 204
1515 N. W. 7th Street
Miami

MIAMI: "07"

Dade County
Rm. 104
2128 W. Flagler St.
Philip N. Ware
District Supervisor

KEY WEST: "26"

Monroe County
409 Eaton Street
Robert W. Sawyer
District Supervisor

ST. PETERSBURG - AREA VI

ST. PETERSBURG - AREA VI

Francis M. Otts
Area Director
Charles D. Lyon
Regional Coordinator
L. John Makin
Case Analyst
Rm. 300 St. Petersburg
State Office Building
525 Mirror Lake Dr.
St. Petersburg

ST. PETERSBURG: "03-1"

SUB OFFICE
Pinellas County
Rm. 407 St. Petersburg
State Office Building
525 Mirror Lake Dr.
Samuel G. Elliott
Supervisor In Charge

SARASOTA: "27"

Sarasota County
Rm. 334
Sarasota Co. Courthouse
Raymond A. Bocknoi
District Supervisor

CLEARWATER: "03"

Pinellas County
Rm. 201 Co. Courthouse
315 Haven Street
Eugene H. Ginn, Jr.
District Supervisor

BRADENTON: "13"

Manatee County
Rm. 377
Manatee Co. Courthouse
Floyd E. Boone
District Supervisor

ORLANDO - AREA VII

ORLANDO - AREA VII

Fred W. Shepherd, Jr.
Area Director

William F. Garvin
Regional Coordinator

Gene S. Adkins
Case Analyst

Rm. 521 - Bradshaw Bldg.
14 East Washington St.
Orlando, Florida

ORLANDO: "05"

Orange County

Courthouse Annex
Charles E. Limpus, Jr.
District Supervisor

DELAND: "15"

Volusia County

Suite 201
102½ W. New York Ave.
William J. Cain
District Supervisor

Holly Hill: "15-1"

SUB OFFICE

Volusia County

Suite 6
Halifax Law Center
Riverside Drive &
2nd Street

James H. Anderson
Supervisor In Charge

TITUSVILLE: "20"

Brevard County

Brevard Co. Courthouse
Third Floor
400 So. Street
Charles L. Barfield
District Supervisor

MELBOURNE: "20-1"

SUB OFFICE

Brevard County

Suite 202
65 East Nasa Blvd.
Andrew P. Catalfamo
Supervisor In Charge

ST. AUGUSTINE: "21"

St. Johns and Flagler Counties

St. Johns Co. Courthouse
Walter G. Ellerton
District Supervisor

SANFORD: "28"

Seminole County

Seminole Co. Courthouse
James G. Lee
District Supervisor

PALATKA: "29"

Putnam County

Putnam Co. Courthouse
Rm. 317
Charles D. Gall
District Supervisor

KISSIMMEE: "39"

Osceola County

Osceola County Courthouse
Melvin H. Wills, Jr.
District Supervisor

WEST PALM BEACH - AREA VIII

WEST PALM BEACH - AREA VIII

Harry C. Panos, Jr.

Area Supervisor
Francis J. Smith

Regional Coordinator
Sheldon C. Rafterowitz

Case Analyst

Stite 301
333 Southern Blvd.
West Palm Beach

WEST PALM BEACH: "16"

Palm Beach County

Rm 334 - Palm Beach
Co. Courthouse
Glenn W. Hollingsworth
District Supervisor

BELLE GLADE: "16-1"

Palm Beach County

2916 North Main Street
Douglas K. Dooies
Supervisor In Charge

DELRAY: "16-2"

Palm Beach County

Suite No. 2
189 S. E. 3rd Avenue
Kenneth Nelson
Supervisor In Charge

VERO BEACH: "12"

Indian River County

1426 21st Street
Vernon V. Wright
District Supervisor

FT. MYERS: "23"

Lee County

Lee Co. Courthouse
Rm. 222

Robert B. Wilkin
District Supervisor

LABELLE: "35"

Glades and Hendry Counties

Hendry Co. Courthouse
Robert E. Hayes
District Supervisor

FT. PIERCE: "38"

St. Lucie County

St. Lucie Co. Courthouse
Annex - 2nd Floor
117 Atlantic Avenue
Everard S. Bedell
District Supervisor

OKEECHOBEE: "44"

Okeechobee County

Okeechobee Co. Courthouse
Emil Sales
District Supervisor

PUNTA GORDA: "46"

Charlotte County

263 Tamiami Trail
Joseph M. Cruce
District Supervisor

STUART: "47"

Martin County

39 East Ocean Blvd.
Raymond A. Long, III
District Supervisor

FT. LAUDERDALE - AREA IX

FT. LAUDERDALE - AREA VIII

Frank J. Velie, Jr.

Area Supervisor

Charles Dickun
Regional Coordinator
vacant

Case Analyst

(office address not
established)

FT. LAUDERDALE: "18"

Broward County

Rm. 730
Broward Co. Courthouse
vacant
District Supervisor

NAPLES: "36"

Collier County

3248 Kelly Road
David A. Smith
District Supervisor

TALLAHASSEE - AREA X

TALLAHASSEE - AREA X

Ernest R. Doster

Area Supervisor

Pat Smith

Regional Coordinator

vacant

Case Analyst

(office address not
established)

LIVE OAK: "02"

Suwannee and Lafayette Counties

Suwannee Co. Courthouse

Perry H. Holmes

District Supervisor

LAKE CITY: "09"

Columbia County

111 E. Madison St.

Charles H. Maxwell

District Supervisor

GAINESVILLE: "10"

Alachua, Gilchrist, and

Levy Counties

306 Third Floor

Alachua Co. Courthouse

W. Harold Martin

District Supervisor

TALLAHASSEE: "11"

Jefferson, Leon and

Wakulla Counties

Leon Co. Courthouse

Room 211

vacant

District Supervisor

PERRY: "24"

Dixie and Taylor Counties

Bloodworth Bldg.

101 1/2 Green Street

William N. Gross

District Supervisor

MADISON: "37"

Madison and Hamilton

Counties

Madison Co. Courthouse

Troy O. Rhoades

District Supervisor

STARKE: "41"

Baker, Union, and

Bradford Counties

Bradford Co. Courthouse

2nd Floor

James F. Bloodworth

District Supervisor

QUINCY: "40"

Liberty, Gadsden, and

Franklin Counties

Gadsden Co. Courthouse

Keith B. Drake

District Supervisor

THE HISTORICAL FOUNDING OF PAROLE AND PROBATION IN FLORIDA

During the early 19th century state prisoners, commonly referred to as convicts, were leased to the huge turpentine and land companies in Florida where they often worked as slave labor. Many instances of enslavement involving brutal and inhuman punishment by "whipping bosses" of the turpentine, phosphate, and lumber camps were recorded.

The era of inhuman and bitter treatment of prisoners culminated with the notorious Martin Taber case. Taber, a young prisoner convicted of stealing a ride on a freight train, died as a result of brutal treatment administered by a lumber company boss to whom he was leased. An aroused public demanded the discontinuation of leasing prisoners.

The abolishment of the practice of leasing prisoners caused overcrowded conditions in the state prison in Raiford in spite of the establishment of road camps where prisoners were used for road work. Overcrowded conditions in the prisons, high costs of housing, and underlying pressures from families and the general public for better treatment of prisoners set the stage for opportunists to peddle their influences for the pardoning of certain prisoners. The Pardon Board, created by the 1885 Constitution and composed of the Governor and Cabinet, often presided over 200 pardon applications in one day. Hurried release procedures by these officials who were burdened by other duties and able to devote only a small portion of their time to the task of analyzing criminal behavior and its adverse effects on the community created conditions susceptible to easy manipulation by unscrupulous politicians and other influential individuals. Capricious releasing practices flourished. Prisoners with "connections," money, appropriate friends, and other types of influence stood a good chance of release especially if coupled with real or "manufactured" family distress or passionate and emotional pleas by self appointed "pardoning specialists."

Prisoner abuses and innate weaknesses of the old pardon system led to the formation in the middle 1930's of the Florida Probation Association. It was composed of men and women who seriously wanted to improve the penal system in Florida. Through the efforts of this association and other interested persons an amendment to the State Constitution was approved in 1940 which authorized the Legislature to create the Parole and Probation Commission. It now reads:

ARTICLE IV; SECTION 7 (c) There may be created by law a parole and probation commission with power to supervise persons on probation and to grant paroles or conditional releases to persons under sentences for crime. The qualifications, method of selection and terms, not to exceed six years, of members of the commission shall be prescribed by law.

The next year, the Legislature created the Parole and Probation Commission and appointments to the three member Commission were made on October 7, 1941. Selections were made from the three highest placements on a statewide merit examination given to 288 applicants graded by a distinguished committee of examiners named by the Governor and Cabinet and who were selected because of their special knowledge in the field of penal treatment and administration of criminal justice. Thus.....for the first time in the history of the United States a Parole Commission was named on the basis of merit examination.

Parole and Probation Commission members must be confirmed by the Senate. They serve in a quasi judicial capacity and are responsible for all parole releases. The Commission establishes policies which are administered by the agency's Director with the field staff as an integral part of the autonomous agency. Responsibilities for judicious parole decisions and supervision, which is consistent with reasonable protection of society and the welfare of the offenders, are clearly identified and easy to pinpoint.

The basic purpose and concept of parole is not to reward a person merely for good conduct in prison or to relieve overcrowded conditions in prison, but to help the offender bridge the gap between a regimented life within prison walls and the freedom and responsibilities in a free society. Parole is designed to return a person to the more typical community in the free world just as quickly as the offender is able to conduct himself or herself as a law-abiding member of society, but not at the sacrifice of the welfare and safety of society.

The Parole and Probation Commission was expanded to five members in 1965. The people again voiced their approval and confidence in the Commission's philosophy, policies, and administrative structure by voting to retain the Florida Parole and Probation Commission as an autonomous agency in the new Constitution adopted in 1968.

Throughout the history of the Florida Parole and Probation Commission it has undergone attacks vacillating from claims that it was too liberal or too conservative in its releasing practices. However, the Commission has not succumbed to pressures in either extreme even in the face of possible abolishment, divesting it of its field staff (which is the Commission's lifeline to the community,) or limiting its parole function to considering only persons sentenced to secure detention. The Commission has staunchly and steadfastly maintained releasing decisions based upon professional sound judgment and predicated upon the best interest of society, but tempered with compassion and concern for the rehabilitation of the offender.

This public document was promulgated at an annual cost of \$5,509 or 61¢ per copy to train staff and inform the Governor and Cabinet, members of the Legislature, and the general public of the status, accomplishments, and future goals of this agency. Pursuant to Florida Statutes 947.15.

END